



GENERAL SERVICES ADMINISTRATION

FEDERAL SUPPLY SERVICE FINANCIAL AND BUSINESS SOLUTIONS (FABS)

AUTHORIZED FEDERAL SUPPLY SCHEDULE PRICE LIST

Schedule Title	The Professional Services Schedule (PSS)
FSC Group	FSC Group – 00CORP
Special Item Number (SIN)	520-3/RC: Due Diligence & Support 520-13/RC: Complementary Financial Management Services 520-17/RC: Risk Assessment and Mitigation Services 520-21/RC: Program Management Services
GSA Contract Number	GS-23F-0006X
Contract Period	October 26, 2015 through October 25, 2020
Contractor Name	Opera Solutions, LLC
Business Size/Type of Contractor	Large business (minority-owned)





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WELCOME

Thank you for visiting Opera Solutions, LLC (Opera) at the GSA Advantage e-Library. We are honored to have the opportunity to offer our unique combination of services and capabilities to the different branches and agencies of the U.S. Government.

Working for the Federal Government presents challenges as well as opportunities. Those challenges, however – for example, dealing with the incredibly massive amounts of data the Government collects daily, identifying what is important and what isn't, applying the insights we extract to achieve significant and ongoing efficiencies – are precisely the ones we consistently and successfully meet for our many clients in the private sector.

We are confident our skills and capabilities are particularly well suited to achieve significant performance improvements in the areas of Due Diligence & Support (SIN 520-3), Financial Management (SIN 520-13), Risk Assessment and Risk Mitigation (SIN 520-17) and Program Management Services (SIN 520-21).

The professional relationships we have established with many of the world's leading corporations are ideal models for how we would work with you. Timely, responsive service delivered by seasoned, accomplished professionals that produces measureable results has been our trademark ever since we've been in business.

In addition, Opera has been designated a Minority-Owned Firm by the State of Massachusetts, the State of New Jersey, and the State of New York. Opera Solutions is also a member of the New York & New Jersey Minority Supplier Development Council, the Greater New England Minority Supplier Development Council, and the Southern California Minority Business Development Council.

Opera is ready to meet all your data identification and management needs. We look forward to showing you how.

Sincerely yours,

Opera Solutions

COMPANY OVERVIEW

Opera Solutions, LLC (Opera) combines the best of human intelligence and the best of machine intelligence to maximize the return – whether measured by performance, profit, or both – of what has come to be known as Big Data. Established in 2004, we have today grown to 500 professionals – including 150 scientists – and offices in New York, Jersey City, Boston, San Diego, London, Paris, New Delhi, and Shanghai. Opera serves premier organizations in financial services, healthcare, government, and selected other industries.

Contractor Name	Opera Solutions, LLC
Headquarters/Office Location	10 Exchange Place 11 th Floor Jersey City, NJ 07302
Telephone	+1 (646) 520-4320
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WHAT MAKES US DIFFERENT

Tenacious, smart, experienced people: Our results-focused professionals thrive to apply our analytics and technology to innovate through the toughest problems – delivering end-to-end service that yields measureable performance gains.

Cutting-edge analytics: Over 100 PhD-level scientists and mathematicians form an accomplished and highly creative analytics team. In the prestigious Netflix Prize, Opera, as part of “The Ensemble,” tied for first (based on model performance) out of 41,000 entrants globally.

Advanced “lean” technology: A Cloud-based modular platform allows us to rapidly import clients’ data and custom-assemble the analytics and dynamic visualization needed to create a superior solution, without additional IT or infrastructure investment.

Superior Big Data management: Industrialized and automated data cleaning, structuring and integration ensure that clients ride the data tsunami, not get buried in it.

Commitment to results: We deliver real outcomes for our clients, often tying a portion of our compensation to our improvements.

SOLUTION AREAS

 <p>CREDIT & RISK</p>	<p>Delivering enhanced risk prediction, fraud prevention, and targeted collections programs with predictive analytics</p>
 <p>SUPPLY CHAIN</p>	<p>Making procurement, logistics and outsourcing more efficient through analytics, technology, and deep domain expertise</p>
 <p>MARKETING</p>	<p>Creating sustained change in customer behavior and buying habits, through advanced analytics and dynamic, step-by-step treatments</p>
 <p>GLOBAL MARKETS ANALYTICS</p>	<p>Combining advanced predictive analytics and qualitative insights for superior investment and trading performance</p>
 <p>DATA TRANSFORMATION</p>	<p>Integrating, enhancing, and structuring Big Data to deliver unique insights and enhanced performance</p>
 <p>CUSTOM APPLICATIONS</p>	<p>Special projects; incubation of new applications and delivery platforms; optimization and integration of IT, analytics, and Business Intelligence into clients’ operating environments</p>

CUSTOMER INFORMATION

1a	Awarded SIN(s)	<ul style="list-style-type: none"> • 520-3/RC: Due Diligence & Support • 520-13/RC: Complementary Financial Management Services • 520-17/RC: Risk Assessment and Mitigation Services • 520-21/RC: Program Management Services
1b	Pricing	See "Pricing" on page 11
1c	Labor Category	See 'Labor Category Descriptions' on page 12
2	Maximum Order	\$1,000,000
3	Minimum Order	\$100
4	Geographic Coverage	Domestic & Overseas
5	Point of Production	U.S.
6	Discount from List Prices	Discounts are already incorporated in the prices shown in 1b
7	Quantity Discount	None
8	Prompt Payment Terms	None
9a	Notification that Government Purchase Cards Are Accepted at or below the Micropurchase Threshold	Yes
9b	Notification whether Government Purchase Cards Are Accepted or Not Accepted above the Micropurchase Threshold	No
10	Foreign Items	None
11a	Time of Delivery	Per SOW
11b	Expedited Delivery	Contact Contractor
11c	Overnight & 2-Day Delivery	Contact Contractor
12	F.O.B. Points	Destination

CUSTOMER INFORMATION

13b	Ordering Procedures	For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPAs), and a sample BPA can be found at the GSA/FSS Schedule homepage (fss.gsa.gov/schedules)
14	Contractor's Payment Address(es)*	Opera Solutions, LLC 10 Exchange Place 11 th Floor Jersey City, NJ 07302
15	Warranty Provision	Not Applicable
16	Exporting Packing Charges	Not Applicable
17	Terms and Conditions of Government Commercial Credit Card Acceptance	See 9a and 9b
18	Terms and Conditions of Rental, Maintenance, and Repair	Not Applicable
19	Terms and Conditions of Installation	Not Applicable
20	Terms and Conditions of Repair Parts	Not Applicable
20a	Terms and Conditions of Other Services	Not Applicable
21	List of Service and Distribution Points	Not Applicable
22	List of Participating Dealers	Not Applicable
23	Preventative Maintenance	Not Applicable
24a	Special Attributes	Not Applicable
24b	Section 508 Applicability	Not Applicable
25	Date Universal Number System (DUNS)	# 361114437
26	Notification Regarding Registration in System for Award Management (SAM) Database	Currently registered in SAM. CAGE Code: 5KYCO

SIN 520-3 DUE DILIGENCE & SUPPORT

Opera's extensive experience in providing the Due Diligence and Support Services outlined in SIN 520-3 has been successfully demonstrated on numerous occasions. Among the many clients for whom we have provided these services are a leading bank seeking to expand its product range, and a major financial services firm attempting to limit falling revenues due to the retrenching real estate market.

The bank's product offering models failed to cover the full customer life cycle. They were geared towards calculating profitability only at customer acquisition; they did not work at sufficient granularity, namely at the customer level, to identify and capture important revenue opportunities.

Opera's evaluation of the situation revealed the need for a more analytically-driven approach and rigorous decision-making process. We began with a Data Assessment program in which we had to overcome the problems of data stored in external and disparate systems; outdated and even missing data dictionaries, which was compounded by the departure of key client personnel who were the only ones who knew how to access and understand certain information ; and tables containing highly redundant data.

Accordingly, and specifically relevant to SIN 520-3 requirements, we extracted, cleaned, and structured almost one terabyte of data from several different systems (similar to collecting and organizing data as described in SIN 520-3); established quality assurance checks on hundreds of variables across more than 600 tables (development of quality/information controls); and created new, clean, and structured modeling datasets (creation of an asset inventory database).

The results included thorough data existence and completeness assessments; new, clean, and easy-to-update data schemes; and datasets structured in a form that could be used for both modeling and analytic support.

For the financial services firm faced with real estate market-related issues, Opera undertook a rapid and comprehensive rationalization of their personnel, involving both outsourcing property management and property accounting, and leveraging previous work and recommendations to create a consolidated "hub" that maximized existing internal location and capabilities.

Opera demonstrated ability to successfully comply with SIN 520-3 in several ways. Specific to vendor identification, negotiation, and selection for the outsourced solution, Opera developed a current spend/service baseline, requiring multiple instances of business analysis and appraisals. This included identifying the complete internal baseline expenditure for the Property Management and Accounting practice areas and associated assets, understanding existing service levels, and evaluating key processes and personnel. Vendor due diligence was conducted with thorough analysis on the real estate service industry and vendor community, identifying a shortlist of potential vendors and conducting all key due diligence necessary to qualify. Opera also collected and organized data from client files and created an asset inventory database and helped develop quality/information controls.

Furthermore, Opera conducted due diligence in the way of business analysis and appraisals when consolidating Fund Accounting into a centralized hub. Specifically, our services team conducted due diligence (including headcount levels, reporting, structures, compensation, skills, etc.) to gain understanding of the existing dispersed organization in detail which, in turn, provided the required baseline to plan the central hub and the ability to deliver the most effective restructuring recommendations.

Both these examples of Opera's Due Diligence and Support capabilities as successfully used in the private sector are readily applicable to public sector requirements.



SIN 520-13

FINANCIAL MANAGEMENT: SAMPLE WORK

Opera has extensive experience in all aspects of financial management, having worked successfully with some of the world's leading financial institutions. Our superior analytic capabilities and hands-on, experienced management consistently met or exceeded client expectations.

For one client, we provided financial planning assistance including regulatory and risk assessment and policy formulation to develop and build an investment governance framework to manage and govern internal investments. We took full ownership for systems, procedures, roles and responsibilities, and decision criteria to ensure approval and tracking of both current and future investment projects.

We approached this assignment by first designing a business case assessment framework for reviewing all internal investment projects. A detailed cost benefit analysis was run for each project to check financial returns including specification of both hard (revenue increase, cost-savings) and soft (revenue at risk, cost-avoidance) benefits, which would then be tracked to ensure accountability of project sponsors.

There was also a detailed analysis of the implementation, technological, and financial risks associated with execution of the project, and a requirement to explain all risk-mitigation plans. Evaluations of all human, technological, and real estate resources were also required. Opera also broke down and analyzed all potential alternatives to executing the project, created a timeline for completion, and proposed milestones, funding gates, deliverables, and additional required phases.

We further differentiated governance requirements and evaluation criteria by project type (revenue growth, compliance, efficiency) and size to optimize the trade-off between due-diligence and efficiency of project planning and investment decision-making.

The governance framework we created and implemented ensured an appropriate level of attention was given to the approval process for all project investments. It further ensured complete transparency and accountability into the performance of each initiative.

As an added bonus, during the initial assessment of the existing project database for immediate rationalization opportunities, Opera collected and analyzed data that identified more than \$80MM of savings that could be realized right away through project postponements, reductions of scope, or cancellations.

For another major financial services client, Opera engaged in rates benchmarking within their IT professional services function for financial transaction and reporting systems and conducted a detailed cost study and feasibility plan supported by sound financial and risk analyses for the procurement and outsourcing of specific IT services.

To most efficiently achieve the project's objectives, we divided it into three phases. The first phase was Opportunity Identification, in which we reviewed the client's service level agreements and contracts



SIN 520-13

FINANCIAL MANAGEMENT: SAMPLE WORK (CONT.)

To most efficiently achieve the project's objectives, we divided it into three phases. The first phase was Opportunity Identification, in which we reviewed the client's service level agreements and contracts and benchmarked them with industry best-in-class ones, pinpointing savings opportunities based on the differences we found. This highly detailed view analyzed such factors as vendor, skill areas, and locations.

The second phase, Vendor Negotiations, resulted in significant rate reductions and deals more beneficial to the client. It included multi-round negotiations with large vendors, mandated pricing changes across small vendors, and finalized multi-year strategic arrangements with some existing vendors.

Finally, phase three, Demand Re-Engineering, began with an in-depth survey to identify current vendor performance, challenges faced, and future requirements of various business units and departments. This helped determine the feasibility of re-engineering and/or outsourcing various in-house services based on a comprehensive evaluation of internal processes, employee skills, budgeting and cost-benefit considerations, systems and transition costs, industry best practices, and overall company risk analysis. As a result we were able to develop implementation plans and realistic timelines.

The methods and skills we use to bring significant savings and efficiencies to companies in the private sector are equally applicable to public sector financial management requirements. We look forward to offering our services to agencies and department of the U.S. Government.



SIN 520-17

RISK ASSESSMENT AND RISK MITIGATION: SAMPLE WORK

Opera's advanced analytics capabilities have an excellent track record in dealing with risk – identifying it, assessing its severity, and recommending and developing steps to reduce and in many cases eliminate it.

Working in the highly regulated financial services and debt collection arena for a client in the mortgage industry, for example, we successfully assessed risks at the individual customer level and mitigated their chance of default by adjusting credit lines accordingly.

The first step to achieving this successful outcome involved gaining a thorough understanding of the client's existing customer data. We identified and prioritized new data sources to acquire, then benchmarked and evaluated the best ones in terms of cost, ease of use and implementation, and their potential value to the company.

Next we determined the value of incorporating new data. This required a rigorous correlation analysis between mortgage data variables and internal risk metrics. We developed various scenarios then tested new mortgage and real estate data, estimating the impact of using it in a number of risk mitigating strategies. Based on the results we developed numerous analytical models that quantified and scored customers' credit risk. We then installed them on top of the client's existing credit-risk models as overlays to ensure the least disruption in implementing the new data and models.

In an increasingly more dangerous world, identifying and dealing with risk is more important than ever. Opera's proven expertise in assessing and mitigating risk in the financial services sector is widely applicable to other areas, including those of pressing concern to U.S. Government agencies and departments.



SIN 520-21

PROGRAM MANAGEMENT SERVICES

Opera has had great success in providing Program Management Services like those described in SIN 520-21. We have done so repeatedly for numerous clients in a wide range of industries. Among them are, to cite just two examples, a bank looking to expand its product offerings, and a financial services firm trying to limit expenditures in its real estate business.

For the bank, Opera took an active role in running their Project Management Office. We identified key work streams (planning), assigned roles and responsibilities to relevant teams (managing), and developed work plans (planning/execution). Opera managed an entire outsourcing engagement from conception through the handover of operations to the client. Specifically, we completed the planning, initiating, managing, executing, and closing out financial and business programs for the client.

All of this was conducted in the highly regulated financial services and debt collection arena. The result was a plan that would allow the client to double its business in five years. We utilized a deep skill set in program and project management, as well as program integration, to provide the client with a comprehensive solution.

Opera also ran a Project Management Office for the financial services firm's real estate operations, successfully demonstrating the same capabilities as for the bank but in a different market and business environment.

Our efforts enabled the client to establish new operating models for both property management and accounting, and fund accounting; maintain existing levels of service through all transitions; and achieve significant cost reductions through more efficient outsourcing and internal consolidations, and improved client chargeback facilitated by a more transparent and objective cost basis.

Opera's Program Management Services have consistently delivered results for our private sector clients. We are confident the same capabilities could be successfully applied to government programs.

PRICING*

Base Period					
Labor Category	10/26/10	10/26/11	10/26/12	10/26/13	10/26/14
Partner	\$685.00/hr	\$698.70/hr	\$712.67/hr	\$726.93/hr	\$741.47/hr
Associate Partner	\$518.18/hr	\$528.54/hr	\$539.11/hr	\$549.90/hr	\$560.89/hr
Manager	\$366.50/hr	\$373.83/hr	\$381.31/hr	\$388.93/hr	\$396.71/hr
Senior Consultant	\$268.77/hr	\$274.15/hr	\$279.63/hr	\$285.22/hr	\$290.93/hr
Consultant	\$219.90/hr	\$224.30/hr	\$228.78/hr	\$233.36/hr	\$238.03/hr
Analyst	\$200.00/hr	\$204.00/hr	\$208.08/hr	\$212.24/hr	\$216.49/hr

Option One					
Labor Category	10/26/15	10/26/16	10/26/17	10/26/18	10/26/19
Partner	\$604.50/hr	\$614.78/hr	\$625.23/hr	\$635.86/hr	\$646.67/hr
Associate Partner	\$528.94/hr	\$537.93/hr	\$547.08/hr	\$556.38/hr	\$565.84/hr
Manager	\$396.70/hr	\$403.44/hr	\$410.30/hr	\$417.28/hr	\$424.37/hr
Senior Consultant	\$296.74/hr	\$301.78/hr	\$306.91/hr	\$312.13/hr	\$317.44/hr
Consultant	\$242.79/hr	\$246.92/hr	\$251.12/hr	\$255.38/hr	\$259.73/hr
Analyst	\$220.82/hr	\$224.57/hr	\$228.39/hr	\$232.27/hr	\$236.22/hr

*All pricing inclusive of IFF.

LABOR CATEGORY DESCRIPTIONS

PARTNER

Duties: Responsible for new sales engagements, senior client relationship management and final project deliverables. Engage with senior level clients to develop future business and manage current projects and teams. Has authority and responsibility to identify and commit resources required to support effort and ensure success and organizational acceptance.

Experience: Demonstrated all capabilities with thought leadership. Implemented innovative client strategy solutions across more than one strategic change area in a complex integrated environment.

Created, sustained, and leveraged board-level and senior-management-level relationships in strategic change areas across industries. Leveraged deep knowledge and experience in area of strategic change across the business environment through thought leadership, market presence, or development of strategic change service offerings. Recognized as a subject-matter expert outside own business unit, as a professional adviser to support teams, and as a leader in the external marketplace. Supported strategy related quality reviews of complex projects. Introduced new approaches to create rapid, sustainable shareholder value. Applied deep understanding of relevant external markets and the client to identify risks and develop risk management strategies in a complex environment. Typically 15+ years of consulting experience.

Education: BA or BS degree. Master's degree preferred (MBA, MA or PhD).

For all categories, an additional three years of specialized experience may be substituted for an advanced degree.

LABOR CATEGORY DESCRIPTIONS

ASSOCIATE PARTNER

Duties: Responsible for new sales engagements, senior client relationship management and final project deliverables. Engage with senior level clients to develop future business and manage current projects and teams. Has authority and responsibility to identify and commit resources required to support effort and ensure success and organizational acceptance.

Experience: Demonstrated all capabilities independently. Delivered client solutions against defined value proposition across multiple strategic change areas in a complex environment. Transformed thinking of, and secured commitment and participation from, senior management by sustaining and leveraging relationships with all levels of staff and leading project-critical presentations. Sought feedback to proactively manage and consistently meet client expectations and to ensure that approaches and solutions fit with overall engagement objectives. Leveraged learning and experience to design, develop, and support implementation activities of robust and innovative strategic change solutions to complex problems. Recognized as subject-matter expert in area of strategic change specialization by business unit leadership. Conducted quality review of our own or other projects. Reviewed implemented strategic change solutions, documented lessons learned and recommended improvements. Developed the business case for the value added or benefits realized from a project by outlining specific performance measure targets and goals. Applied deep understanding of the relevant external markets and the client to identify critical business issue and potential risks and to assess alternative risk management strategies. Articulated implication of transitioning strategy to implementation. Typically 13+ years of consulting experience.

Education: BA or BS degree. Master's degree preferred (MBA, MA or PhD).

For all categories, an additional three years of specialized experience may be substituted for an advanced degree.

LABOR CATEGORY DESCRIPTIONS

MANAGER

Duties: Key point of contact for the client and ultimately responsible for project delivery. Leads teams in structuring and completing assignments and responsible for managing day-to-day interactions with clients. Develops client relationships, which includes creating prospect presentations, drafting new proposals, and expanding existing relationships with clients. Organizes, directs and coordinates the planning and production of activities associated with assigned delivery order projects. Demonstrates strong written and oral communication skills.

Experience: Demonstrated all capabilities with limited supervision. Delivered well-argued and structured work products based on issue identification, comprehensive analysis, and synthesis of issues in more than one phase of a strategic change project. Applied appropriate solution models to the specific needs of the project/client. Understood and consistently met client expectations within scope of project role, responding promptly to client inquiries. Leveraged knowledge of prior experience to develop and present alternatives and recommendations, and defend analysis. Conduct client interviews and co-facilitated workshops to identify needs and to determine aspects of business that support strategy. Applied broad perspective on interaction and impact of different components of strategic change and how to apply in client situations. Articulated competitive advantage of client value achievable through strategic change activities. Ensured individual contributions aligned with client needs and overall project objectives. Exercised judgment in ensuring involvement of more senior personnel and firm experts. Typically 8+ years of consulting experience.

Education: BA or BS degree. Master's degree preferred (MBA, MA or PhD).

For all categories, an additional three years of specialized experience may be substituted for an advanced degree.

LABOR CATEGORY DESCRIPTIONS

SENIOR CONSULTANT

Duties: Performs day-to-day execution of projects and helps manage junior members on teams to ensure timely and organized delivery of project work and services. Interacts with senior clients and client team members to capture improvements and implement change. Responsible for large portions of analytic activities: formulating key analytic approaches, managing data capture and analysis, and identifying key insights. Assists on proposal development. Develops core recommendations and structuring storylines and presentations.

Experience: Demonstrated all capabilities with little supervision. Contributed to the development of deliverables in more than one phase of a strategic change project. Understood and applied appropriate solution models in completing assignments. Sustained positive working relationships through understanding client needs, consistently meeting expectations, and responding promptly to client requests or inquiries. Applied knowledge of the client's business, interdependencies and impact of business drivers to the understanding of client's strategic purpose, content, and formulation. Gained credibility by demonstrating understanding of characteristics of successful strategies in work products. Contributed to and co-facilitated group discussions. Typically 6+ years of consulting experience.

Education: BA or BS degree. Master's degree preferred (MBA, MA or PhD).

For all categories, an additional three years of specialized experience may be substituted for an advanced degree.

LABOR CATEGORY DESCRIPTIONS

CONSULTANT

Duties: Consultants are primarily engaged in conducting complex analyses that are critical for a project. In addition, they oversee the work of analysts. Consultants often have significant interaction with client peers. For instance, they typically interview junior members of the client organization without direct supervision of senior members of the team.

Experience: Demonstrated all capabilities with moderate supervision. Contributed to the development of deliverables in at least one phase of a strategic change project. Understood and applied appropriate solution models in completing assignments. Sustained positive working relationships through understanding client needs, consistently meeting expectations, and responding promptly to client requests or inquiries. Applied knowledge of the client's business, interdependencies, and impact of business drivers to the understanding of client's strategic purpose, content, and formulation. Gained credibility by demonstrating understanding of characteristics of successful strategies in work products. Contributed to and co-facilitated group discussions. Typically 4+ years of consulting experience.

Education: BA or BS degree. Master's degree preferred (MBA, MA or PhD).

For all categories, an additional three years of specialized experience may be substituted for an advanced degree.

LABOR CATEGORY DESCRIPTIONS

ANALYST

Duties: Analysts are responsible for discrete pieces of analysis that contribute towards solving a client's business problem. Analysts break down a problem into hypotheses to be tested; structure the testing approach; identify, model, analyze and interpret data; help develop the story to be communicated to the client; assist in developing client recommendations; and work collaboratively with client team members to implement change. Analysts will work on many different engagement types, gaining exposure to different clients while solving a variety of business problems.

Experience: Demonstrated all capabilities with regular supervision. Delivered work products for clearly defined subprojects or tasks reflecting a basic understanding of the strategic change service market gained in an academic or work environment. Applied awareness of appropriate solution models in completing assignments. Applied basic analysis tools and techniques to a given research topic and distilled key issues. Understood role and contribution relative to project objectives. Showed professional judgment in asking for assistance, discussing ideas, and seeking necessary approvals. Applied understanding of generic drivers of business value and their interdependencies. Typically 0–2 years of experience.

Education: BA or BS degree. Master's degree preferred (MBA, MA or PhD).

For all categories, an additional three years of specialized experience may be substituted for an advanced degree.



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Jersey City

San Diego

Boston

London

Paris

Shanghai

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