



## Digital Maturity in GICs | Pinnacle Model™ Analysis 2018

Pinnacle Model™ Report – June 2018: Complimentary Abstract / Table of Contents

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## More about membership

In addition to a suite of published research, a membership may include







- Price book
- Pinnacle Accelerators
- Data cuts
- Analyst access
- Virtual Roundtables
- Workshops

## Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

# Decrypting digital

Digital relates to next-generation technologies focused on enhancing user experience, improving operational excellence, and achieving transformation

Key digital segments		Services	
	Social & interactive	<ul style="list-style-type: none"> <li>• Social media monitoring</li> <li>• Social strategy and consulting</li> <li>• Social application development (front-end)</li> <li>• Social content and web development</li> </ul>	<ul style="list-style-type: none"> <li>• Social analytics</li> <li>• Others (e.g., social commerce &amp; content, social media marketing, and digital marketing platforms)</li> </ul>
	Mobility	<ul style="list-style-type: none"> <li>• Mobility testing</li> <li>• Mobility strategy, consulting, and platform development</li> <li>• Mobile device management – software management, network management, and security management</li> </ul>	<ul style="list-style-type: none"> <li>• Mobile applications – development and maintenance</li> <li>• Others (e.g., API management, mobility UX design, and connected device engineering / embedded software)</li> </ul>
	Analytics <sup>1</sup>	<ul style="list-style-type: none"> <li>• Core analytics (industry-standard analytics tools such as Statistical Analysis System (SAS) and Statistical Package for the Social Sciences (SPSS))</li> <li>• Data architecture &amp; management – data architecture, master data management, and data migration</li> </ul>	<ul style="list-style-type: none"> <li>• Data visualization and visualization implementation</li> <li>• Big data analytics and consulting</li> <li>• Analytics platform implementation</li> </ul>
	Cloud	<ul style="list-style-type: none"> <li>• Application development, migration, and deployment: Developing greenfield apps with cloud features, migration of apps to cloud platform/implementation, customization, and integration of cloud apps</li> <li>• Cloud consulting/advisory services</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure build – designing and building cloud infrastructure/customization and implementation)</li> <li>• Infrastructure management and orchestration: management of cloud assets, lights-on/helpdesk, orchestration, and other related activities</li> </ul>
	Automation	<ul style="list-style-type: none"> <li>• Robotic Desktop Automation (RDA)</li> <li>• Robotic Process Automation (RPA)</li> </ul>	<ul style="list-style-type: none"> <li>• Cognitive automation / Artificial Intelligence (AI) – includes Machine Learning (ML) and Natural Language Processing (NLP)</li> </ul>
	Cybersecurity	<ul style="list-style-type: none"> <li>• Identity and access management</li> <li>• Network security</li> <li>• End-point security</li> <li>• Cloud security</li> </ul>	<ul style="list-style-type: none"> <li>• Security analytics</li> <li>• IoT security</li> <li>• Security automation &amp; orchestration</li> </ul>

<sup>1</sup> Traditional business intelligence and data warehousing excluded from definition of analytics used in the research

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## Definition of Pinnacle GICs™

Pinnacle GICs™ are those GICs that are achieving superior business outcomes because of their advanced capabilities. The journeys of these best-of-the-best companies provide insights into the key enablers needed to achieve desired outcomes and point to the investments required for the greatest speed to impact. Whether companies are wanting to make incremental changes or achieve major transformations, Pinnacle GICs exemplify the way to success.



### Define the topic

We evaluate multiple topics to identify hot topics that will resonate globally with sourcing leaders. We work with internal and external SMEs to define the topic and set boundaries



### Survey GICs

We use surveys, RFIs, and other data collection methods to gather information from GICs on capabilities and outcomes associated with GIC digital maturity



### Interview participants

We then conduct interviews/roundtables with a subset of participants to gain deeper perspectives on their experiences, challenges, and journeys



### Form hypotheses

We form an emerging point of view on the correlations between capabilities and outcomes, adoption trends, and key success factors



### Validate and refine

A cross-section of SMEs from various practices debates and refines the emerging hypotheses



### Publish and educate

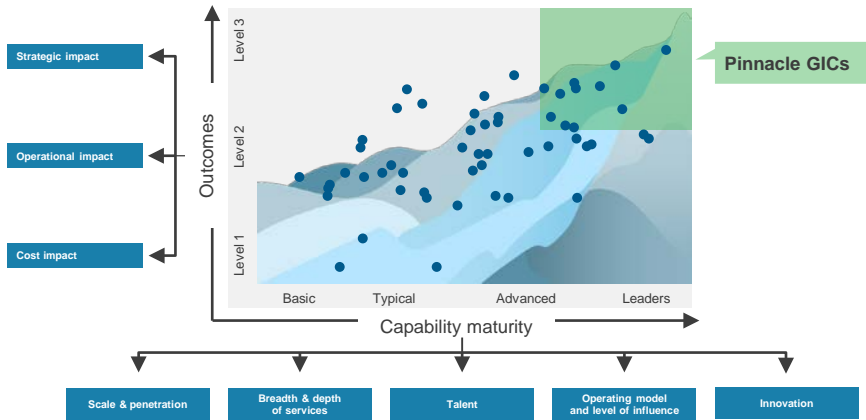
We compile and share final results with participants, our members, and other stakeholders in the global services sector. Participants also receive a high-level customized analysis



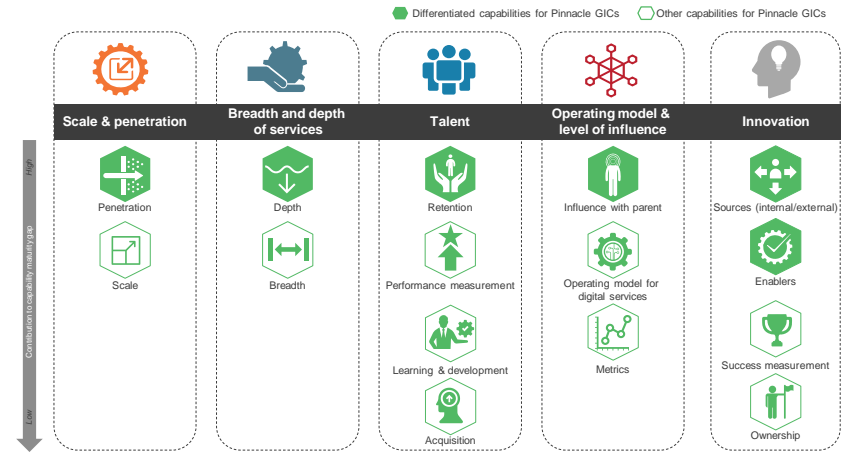
In the current Pinnacle Model™ analysis, we look at **GIC digital maturity** patterns to compare outcomes with associated capabilities

This study offers five distinct chapters providing a deep dive into key aspects of GIC digital market; below are four charts to illustrate the depth of the report

### GIC digital maturity on the Pinnacle Model™



### Differentiated capabilities for Pinnacle GICs

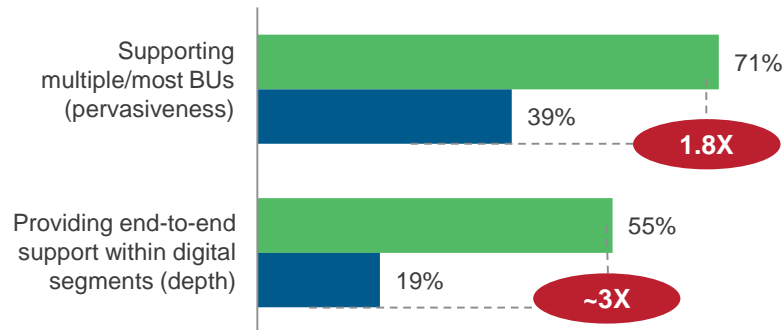


### Analysis of capability maturity

#### Depth for digital capabilities

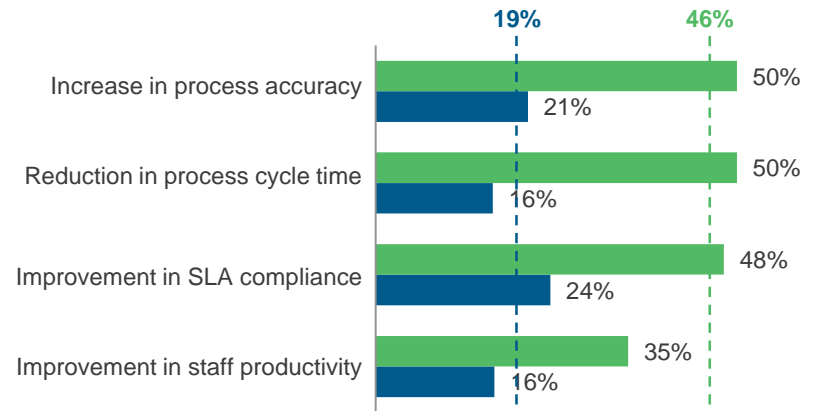
Share of GICs

■ Pinnacle GICs ■ Other GICs



### Analysis of impact created

#### Average improvement on operational metrics through digital initiatives



# Research calendar – Catalyst™

■ Published   ■ Planned   ▭ Current release

## Flagship Catalyst reports

Release date

GIC Landscape Report: Delivery Landscape for Retail and Commercial Banking in GICs .....	June 2016
Global In-house Center (GIC) Landscape Report: The Philippines .....	December 2016
Global In-house Center (GIC) Landscape Annual Report 2017 .....	March 2017
Global In-house Center (GIC) Landscape Annual Report 2018 – GICs Emerging as Innovation COEs for Global Enterprises .....	May 2018

## Thematic Catalyst reports

Collaboration between GICs and Startups : A Win-Win Situation .....	June 2016
Business Case for Robotic Process Automation (RPA) in Global In-house Centers .....	September 2016
Procurement Services Delivery from GICs: Gearing up for a Broader Mandate .....	September 2016
Future Readiness of GIC Talent Models .....	October 2016
Exploring GICs in the Life Sciences Industry .....	February 2017
Small But Mighty: Corporate Functions Delivery from GICs .....	April 2017
United States Shared Services Landscape – Facing Digital Winds-of-Change in a Tight Labor Market .....	September 2017
Building a Workforce of the Future – Upskilling/Reskilling in Global In-house Centers .....	December 2017
Best Practices for RPA Implementation in GICs .....	December 2017
BFSI GICs: Orchestrating Their Way to Digital Growth .....	December 2017
IT Skills of the Future .....	April 2018

**Digital Maturity in GICs | Pinnacle Model™ Analysis 2018** ..... **June 2018**

Note: For a list of all Catalyst reports published by us, please refer to our [website](#) page.



# Additional Catalyst™ research references

The following documents are recommended for additional insight into the topic covered in this report. The recommended documents either provide additional details, or complementary content that may be of interest:

- 1. BFSI GICs: Orchestrating Their Way to Digital Growth** ([EGR-2017-2-R-2515](#)); 2017. While digital adoption has been part of the strategy of BFSI GICs for some time, its broad-based emergence in the past few years is offering a new and powerful tool to GICs to create compelling avenues for the next wave of productivity and value addition for their parent enterprises. During the period between 2015-2017, GICs, especially in the BFSI vertical, have made multiple rounds of investments to embrace digital technologies, recalibrate talent models, and foster a culture of innovation in their organizations. This report looks at the evolution of their journeys, current state of digital adoption, key challenges faced, and best practices adopted.
- 2. Building a Workforce of the Future – Upskilling/Reskilling in Global In-house Centers** ([EGR-2017-2-R-2499](#)); 2017. Skills and competencies required by GICs to deliver services are changing rapidly. In addition to the need for different skills in the future, the talent challenges for GICs will intensify with the increasing automation of the existing services portfolio. As a result, GICs face the dual risks of a large existing workforce with multiple skills that are likely to become redundant, while struggling to find external talent with the skills required for the future. In this research, we surveyed senior leaders from 80+ GICs across leading offshore/nearshore locations to gather perspectives on nature of skills/competencies needed for the future, and the roles GICs can play to help address these changing skill requirements
- 3. GICs Leading the Way for Digital Transformation of the Enterprise** ([EGR-2016-2-R-1682](#)); 2016: This Everest Group report analyzes the overall landscape and current state of digital adoption in GICs. It also provides insights into market size, key trends, and major challenges impacting digital adoption in GICs. The research establishes a framework for assessing digital maturity of GICs across five key dimensions. It also identifies the top three industry verticals with the highest digital adoption and evaluates their functional maturity. Further, the report highlights best practices, key implications, and call-to-action for GICs with regards to adoption of digital services

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## About Everest Group

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