



## Data & Analytics Maturity in GICs | Pinnacle Model™ Analysis 2019

Pinnacle Model™ Report – June 2019: Complimentary Abstract / Table of Contents

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

- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model™ reports
- PriceBook
- 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

# Data & analytics: definition and scope



Data management	Modeling and decision support	Visualization/ dashboarding	Data & analytics strategy	Data trust
<p><b>Data ingestion</b></p> <ul style="list-style-type: none"> <li>Structured and unstructured data collection/acquisition</li> <li>Event processing</li> <li>Enterprise system data ingestion</li> </ul> <p><b>Data storage and preparation</b></p> <ul style="list-style-type: none"> <li>Data cleansing and enrichment</li> <li>Metadata management</li> <li>Data classification and preparation</li> <li>Data warehousing</li> </ul>	<ul style="list-style-type: none"> <li>Statistical modeling</li> <li>AI and machine learning algorithms</li> <li>Pattern discovery</li> <li>Predictive and prescriptive analytics</li> </ul>	<ul style="list-style-type: none"> <li>Dashboarding and reporting</li> <li>Self-service and interactive reports</li> <li>Collaborative sharing and consumption</li> </ul>	<ul style="list-style-type: none"> <li>Data &amp; analytics vision and strategy</li> <li>Data &amp; analytics roadmap</li> <li>Business case and use case development</li> <li>Data architecture</li> </ul>	<ul style="list-style-type: none"> <li>Data governance</li> <li>Regulations and compliance</li> <li>Data privacy and security</li> <li>Data provenance</li> </ul>

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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 subject matter experts 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



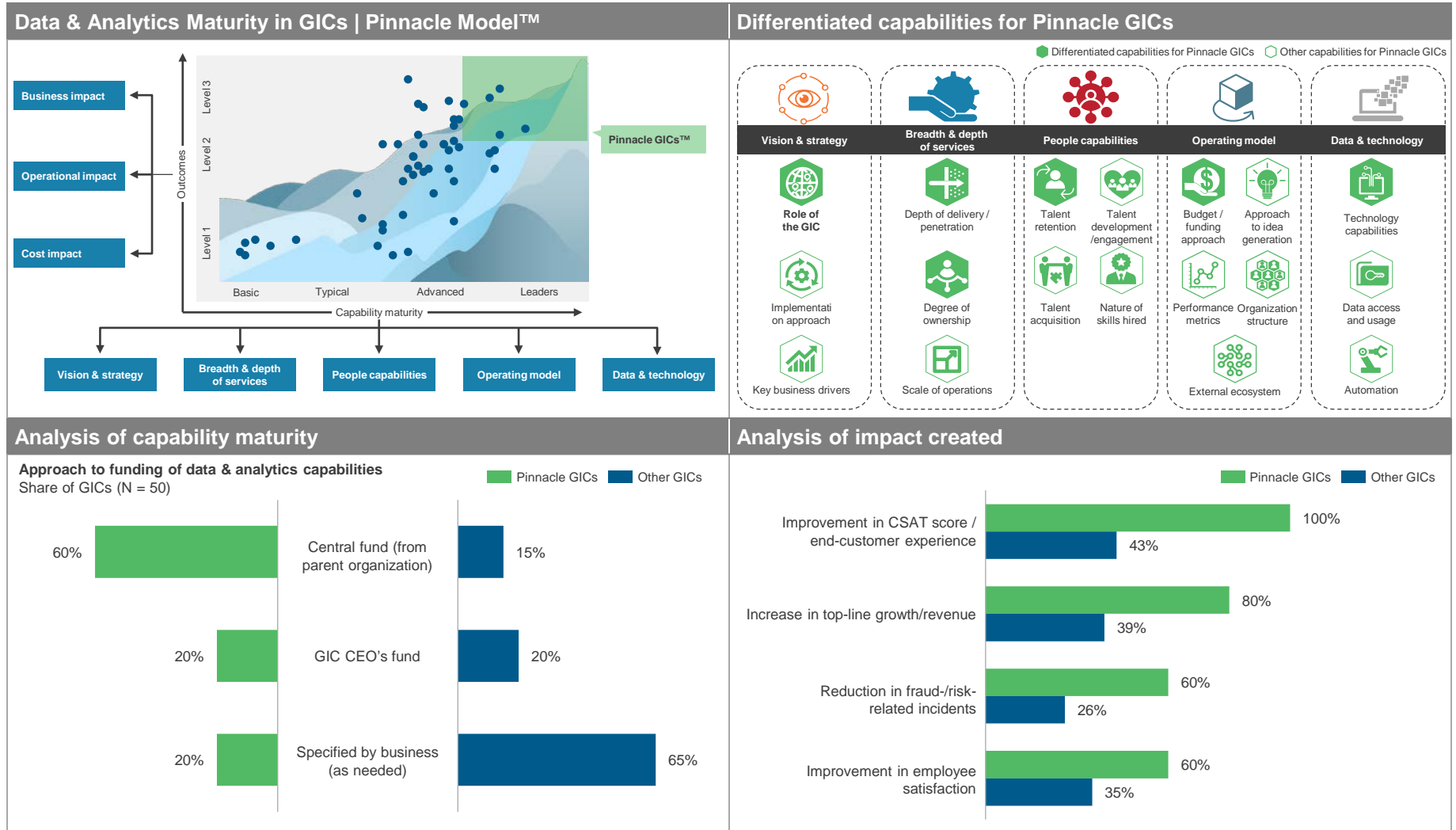
### Publish and educate

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 data & analytics maturity; below are four charts to illustrate the depth of the report



# 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

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
Viewpoint   IT Skills of the Future .....	April 2018
Digital Maturity in GICs   Pinnacle Model™ Assessment 2018 .....	May 2018
Engineering Services Global In-house Centers (GICs) In India: Focusing on Innovation to Drive Growth and Attain Global Leadership .....	October 2018
Banking, Financial Services, & Insurance GICs: Gaining Status, Driving Results .....	December 2018
Innovation in GICs .....	December 2018
Talent Strategy in Global In-house Centers (GICs)   Pinnacle Model™ Analysis 2019 .....	January 2019
<b>Data &amp; Analytics Maturity in Global In-house Centers (GICs)   Pinnacle Model™ Analysis 2019 .....</b>	<b>June 2019</b>

Note: For a list of all Catalyst reports, please visit the [catalyst](#) on our report portal

# Additional Catalyst™ research references

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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. Talent Strategy in Global In-house Centers (GICs) – Pinnacle Model™ Analysis 2019** ([EGR-2019-42-R-3042](#)); 2019. Everest Group's GIC Talent Strategy – Pinnacle Model™ analysis focuses on understanding the talent journey of Pinnacle GICs that have developed a combination of differentiated capabilities along with driving superior outcomes. The assessment is based on evaluation of talent capabilities of 43 leading GICs across verticals.
- 2. Digital Maturity in GICs – Pinnacle Model™ Analysis 2018** ([EGR-2018-42-R-2693](#)); 2016: This Everest Group report focuses on understanding the digital journey of Pinnacle GICs that have developed a combination of differentiated capabilities along with deriving superior outcomes. The assessment is based on evaluation of the digital capabilities of 54 leading GICs across verticals
- 3. Global In-house Center (GIC) Landscape Annual Report 2018 – GICs Emerging as Innovation CoEs for Global Enterprises** ([EGR-2018-34-R-2616](#)); 2018. This report provides an in-depth analysis of the GIC landscape and trends. It covers market size, growth, and distribution of GICs by buyer portfolio, scale, functions supported, and offshore delivery locations. The research also provides an overview of the trends witnessed in the overall GIC landscape in 2017. This has been compared with GIC activity for the previous two years, to bring forth key areas of differences

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