



Innovation in GBS | Pinnacle Model[®] Analysis

Pinnacle Model[®] Report – March 2020: Complimentary Abstract / Table of Contents

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Membership information

- This report is included in the GBS/SS Enterprise membership
- If you want to learn whether your organization has a membership agreement or request information on pricing and membership options, please contact us at info@everestgrp.com

More about membership

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

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Innovation is no longer a buzz word, and, in this age of technological disruption, it makes organizations future-ready. To accelerate their journeys and complement their efforts in building truly disruptive innovative capabilities, leading enterprises are leveraging their Global Business Services (GBS) centers / Shared Services Centers (SSCs) / Global In-house Centers (GICs) / Global Capability Centers (GCCs), which have strong service delivery capabilities, deep domain skills, and a clear understanding of business' needs. Unlike third-party providers, GBS centers are closely intertwined with core business functions and can leverage their unique position to integrate multiple delivery capabilities and yield synergies for their parent enterprises.

In this study, we analyze the innovation journeys of 51 GBS centers across five key capability areas (vision and strategy, operating model, people/talent capabilities, technology capabilities, and ecosystem collaboration capabilities) and three types of business outcomes (cost, operational, and strategic impact)

This research will help industry leaders to identify and understand:

- The differentiated capabilities built by Pinnacle GBS centers to support/drive enterprises' innovation agendas
- How best-in-class GBS centers enable this transformation and overcome operational challenges
- Business outcomes delivered by best-in-class GBS centers for their organizations
- What industry leaders can learn from Pinnacle GBS centers to accelerate own innovation journeys

Definition of Pinnacle GBS™ centers

Everest Group Pinnacle Model® assessments identify Pinnacle GBS™ centers that are achieving superior business outcomes because of their advanced capabilities. The journeys of these best-of-the-best GBS centers 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 want to make incremental changes or achieve major transformations, Pinnacle GBS centers 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 enterprises

We use surveys, RFIs, and other data collection methods to gather information from enterprises on capabilities and outcomes associated with the topic under evaluation.



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 **GBS centers innovation maturity** patterns to compare outcomes with associated capabilities



Pinnacle GBS differentiators

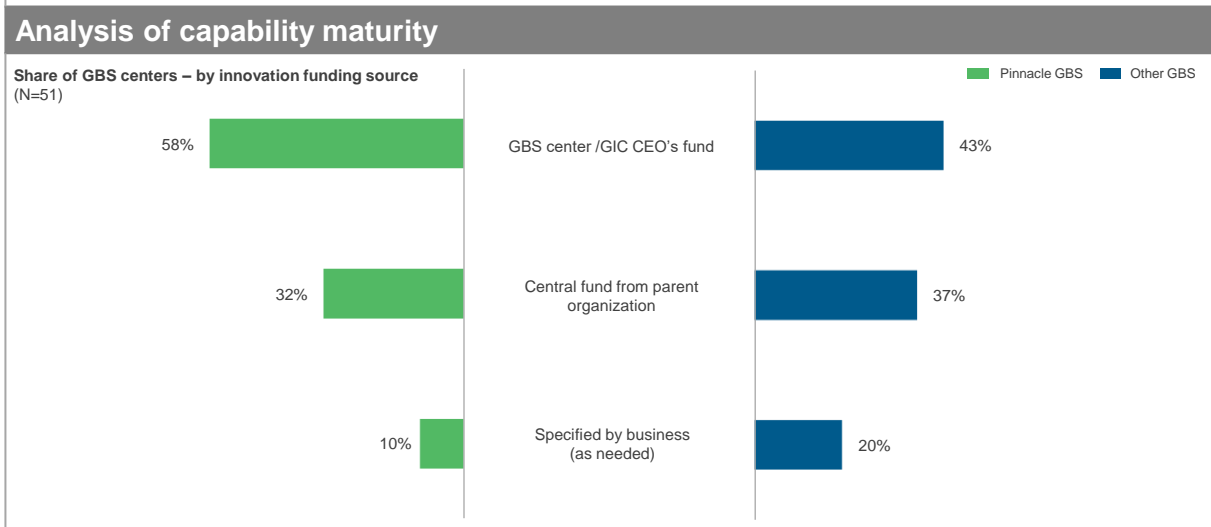
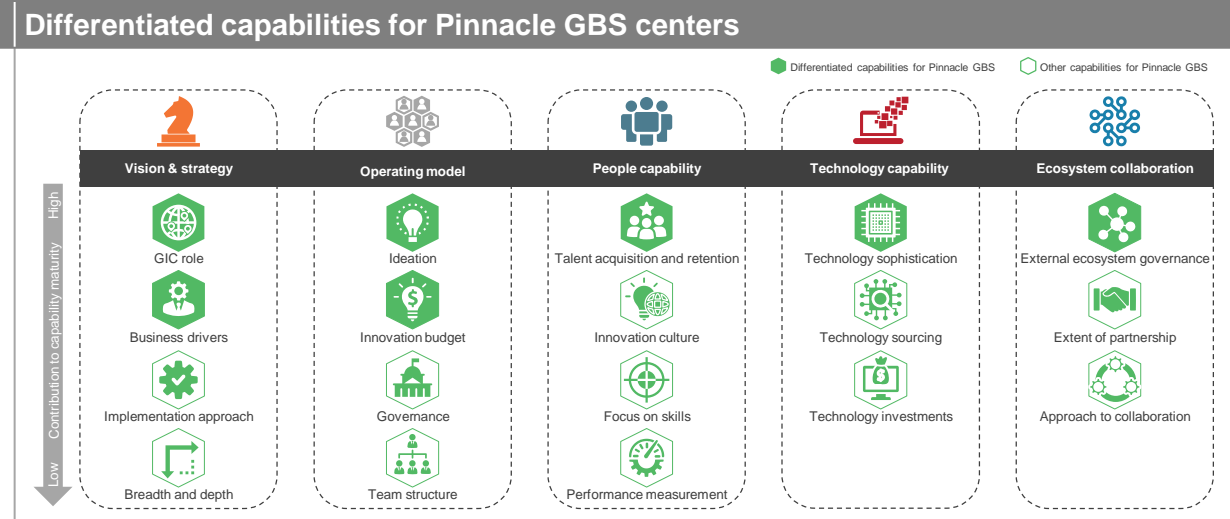
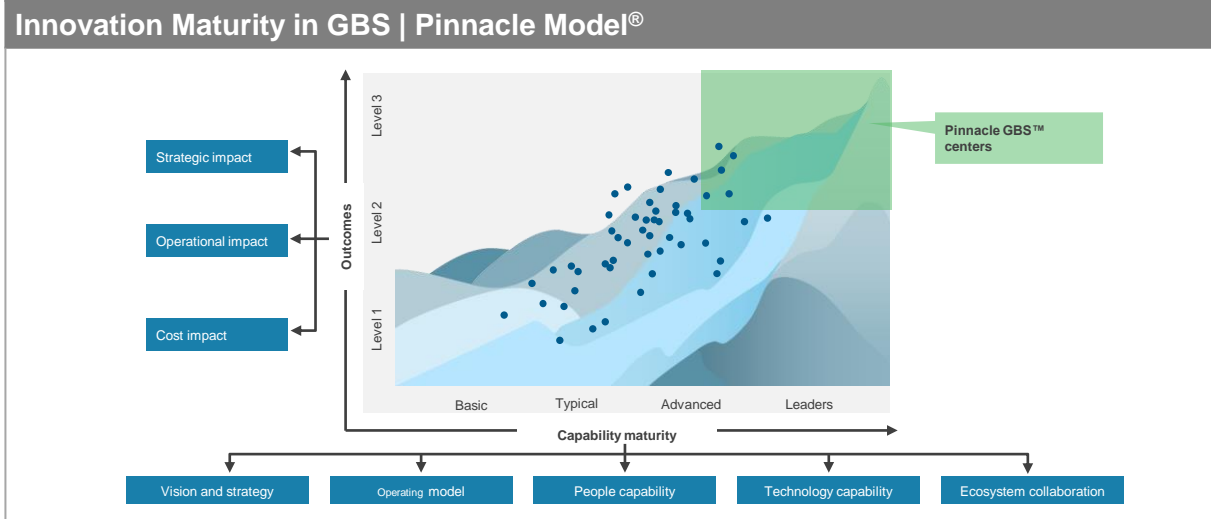


Accelerating your innovation journey



Implications for GBS

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



Research calendar – Catalyst™

Published
 Planned
 Current release

Flagship Catalyst™ reports

Release date

Global Business Services (GBS) Landscape Annual Report 2018 – GBS centers emerging as Innovation CoEs for Global Enterprises	May 2018
Global Business Services (GBS) Landscape Annual Report 2019 – Enterprises Insourcing IT Services to their GBS centers	July 2019
GBS State of the Market Report: Evolving Operating And Governance Models To Build GBS Of The Future	March 2020

Thematic Catalyst™ reports

How to Drive Revenue Impact Through Global Business Services (GBS) center	June 2019
Building the Insurance BPS Workforce of the Future	October 2019
Case Studies on Scaled RPA Adoption in GBS	October 2019
Innovative Talent Practices to Build the GBS center of the Future	November 2019
Improving the Productivity of the GBS Workforce	December 2019
Global Services Market Pressing Issues in 2020: GBS/GIC Perspectives	February 2020

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March 2020

Evolving role of onshore GBS center and its impact on role of offshore GBS centers/GICs	Q2 2020
GBS report on the retail and CPG industries	Q2 2020
State of adoption for intelligent automation (RPA++) in GBS	Q3 2020
Value creation/impact delivered by GBS Pinnacle Model® Analysis 2020	Q3 2020
Corporate services adding flare to the GBS value proposition	Q4 2020
Building the BFSI IT workforce of the future	Q4 2020

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

Additional Catalyst™ research references

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

1. **Innovative Talent Practices to Build the GBS center of the Future** ([EGR-2019-34-R-3417](#)); 2019. This report synthesizes the learnings and best practices from over 100 Global Business Service (GBS) centers / Global In-house Centers (GICs) and shared services of global organizations, with a focus on answering two key questions – why and how are talent needs changing? and what innovative talent practices have market leaders adopted? The report also shares 45+ case studies from GBS / shared services organizations that have implemented these innovative talent practices
2. **Global Business Services (GBS) Landscape Annual Report 2019 – Enterprises Insourcing IT Services to Their GBS centers** ([EGR-2019-34-R-3238](#)); 2019. This report provides an in-depth analysis of the GBS landscape and trends. It covers market size, growth, and distribution of GBS centers by buyer portfolio, scale, functions supported, and offshore delivery locations. The research also provides an overview of the trends witnessed in the overall GBS landscape in 2018. This has been compared with GBS activity for the previous two years, to bring forth key areas of differences
3. **Leading Innovation and Creating Value: The 2019 Imperative for GBS centers** ([EGR-2018-34-R-3016](#)); 2018. In this report, Everest Group looks at the current state of adoption of innovation in GBS centers and how some leading GBS centers have successfully built these capabilities. The report also unveils the innovation equation enterprise leaders can leverage to drive successful innovation

For more information on this and other research published by Everest Group, please contact us:

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About Everest Group

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