

# Services Sourcing Organizational Maturity | Pinnacle Model<sup>®</sup> Analysis

November 2020: Complimentary Abstract / Table of Contents



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<ul style="list-style-type: none"> <li>▶ Engineering Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Recruitment Process Outsourcing</li> </ul>
<ul style="list-style-type: none"> <li>▶ Enterprise Platform Services</li> </ul>	<ul style="list-style-type: none"> <li>▶ Service Optimization Technologies</li> </ul>

## Membership information

- This report is included in the Sourcing & Vendor Management Enterprise membership
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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

# Contents

<b>1. Introduction and overview</b>	<b>5</b>
• Research methodology	6
• Differentiators for Pinnacle Enterprises™	7
– Outcome differentiators	8
– Capability differentiators	12
<b>2. Key implications for enterprises</b>	<b>19</b>
• Key implications for enterprises	20
<b>3. Accelerating your services sourcing journey</b>	<b>26</b>
• Analysis of the capability gaps between Pinnacle Enterprises™ and others	27
• Capability journey accelerators	28
<b>4. Assessment of impact created</b>	<b>33</b>
• Cost impact	33
• Operational impact	38
• Business impact	44
<b>5. Analysis of capability maturity</b>	<b>49</b>
• Category management	49
• Information and analytics	54
• Stakeholder alignment	60
• Talent management	69
• Technology enablement	72

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# Contents

<b>6. Appendix</b>	<b>77</b>
• Services categories in scope	78
• Survey demographics	79

# Pinnacle Model® research methodology

## Definition of Pinnacle Enterprises™

Everest Group Pinnacle Model® assessments identify Pinnacle Enterprises™, companies that are achieving superior business outcomes because of their services sourcing 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 Enterprises exemplify the way to success.

	<b>Define the topic</b>	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
	<b>Survey enterprises</b>	We use surveys, RFIs, and other data collection methods to gather information from enterprises on capabilities and outcomes associated with the topic under evaluation
	<b>Interview participants</b>	We then conduct interviews/roundtables with a subset of participants to gain deeper perspectives on their experiences, challenges, and journeys
	<b>Form hypotheses</b>	We form an emerging point of view on the correlations between capabilities and outcomes, adoption trends, and key success factors
	<b>Validate and refine</b>	A cross-section of SMEs from various practices debates and refines the emerging hypotheses
	<b>Publish and educate</b>	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 enterprise sourcing practices for services categories to compare outcomes with associated capabilities



Pinnacle Enterprise differentiators



Accelerating your services sourcing journey



Implications for enterprises

## Services categories in scope

### Indirect services spend



IT and telecom services



Engineering and industry-specific services



Contingent workforce



Professional services  
(consulting, audit)



Facilities services



Business Process  
Outsourcing (BPO)



HR services

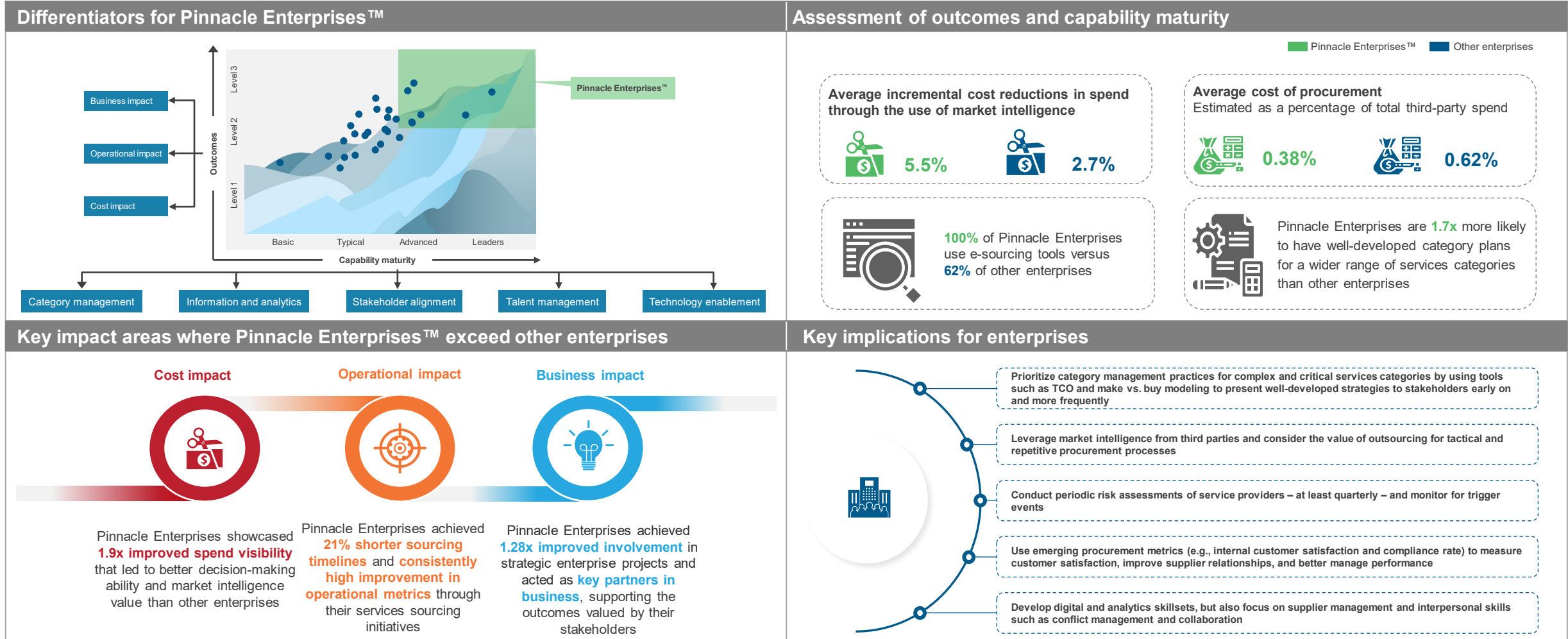


Marketing and  
sales services



Legal services

# This study offers five distinct chapters providing a deep dive into strategy and approach taken by enterprises in their services sourcing journey; below are four charts to illustrate the depth of the report





Everest Group is a consulting and research firm focused on strategic IT, business services, engineering services, and sourcing. Our clients include leading global enterprises, service providers, and investors. Through our research-informed insights and deep experience, we guide clients in their journeys to achieve heightened operational and financial performance, accelerated value delivery, and high-impact business outcomes. Details and in-depth content are available at [everestgrp.com](https://www.everestgrp.com).

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