

# Enterprise Intelligent Automation (IA) Adoption Maturity | Pinnacle Model® Assessment 2022

June 2022: Complimentary Abstract / Table of Contents



# Our research offerings

- ▶ Application Services
- ▶ Banking and Financial Services Business Process
- ▶ Banking and Financial Services Information Technology
- ▶ Catalyst™
- ▶ Clinical Development Technology
- ▶ Cloud and Infrastructure
- ▶ Contingent Staffing
- ▶ Contingent Workforce Management
- ▶ Conversational AI
- ▶ Customer Experience Management Services
- ▶ Cybersecurity
- ▶ Data and Analytics
- ▶ Digital Adoption Platforms (DAP)
- ▶ Digital Engineering Services
- ▶ Digital Services
- ▶ Digital Workplace
- ▶ Employee Experience Management (EXM) Platforms
- ▶ Engineering Services
- ▶ Enterprise Platform Services
- ▶ Finance and Accounting
- ▶ Financial Services Technology (FinTech)
- ▶ Global Business Services
- ▶ Healthcare Business Process
- ▶ Healthcare Information Technology
- ▶ Human Resources Outsourcing
- ▶ Insurance Business Process
- ▶ Insurance Information Technology
- ▶ Insurance Technology (InsurTech)
- ▶ Insurance Third-Party Administration (TPA) Services
- ▶ Intelligent Document Processing (IDP)
- ▶ Interactive Experience (IX) Services
- ▶ IT Services Executive Insights™
- ▶ Life Sciences Business Process
- ▶ Life Sciences Information Technology
- ▶ Locations Insider™
- ▶ Marketing Services
- ▶ Market Vista™
- ▶ Mortgage Operations
- ▶ Multi-country Payroll
- ▶ Network Services and 5G
- ▶ Outsourcing Excellence
- ▶ Pricing-as-a-Service
- ▶ Process Mining
- ▶ Procurement
- ▶ Recruitment
- ▶ Retirements Technologies
- ▶ Rewards and Recognition
- ▶ Service Optimization Technologies
- ▶ Software Product Engineering Services
- ▶ Supply Chain Management (SCM) Services
- ▶ Sustainability Technology and Services
- ▶ Talent Excellence GBS
- ▶ Talent Excellence ITS
- ▶ Technology Skills and Talent
- ▶ Trust and Safety
- ▶ Work at Home Agent (WAHA) Customer Experience Management (CXM)

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](mailto:info@everestgrp.com)

Learn more about our  
**custom research capabilities**

Benchmarking

Contract assessment

Peer analysis

Market intelligence

Tracking: providers, locations, risk, technologies

Locations: costs, skills, sustainability, portfolios

# Contents

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

**Amardeep Modi**, Vice President

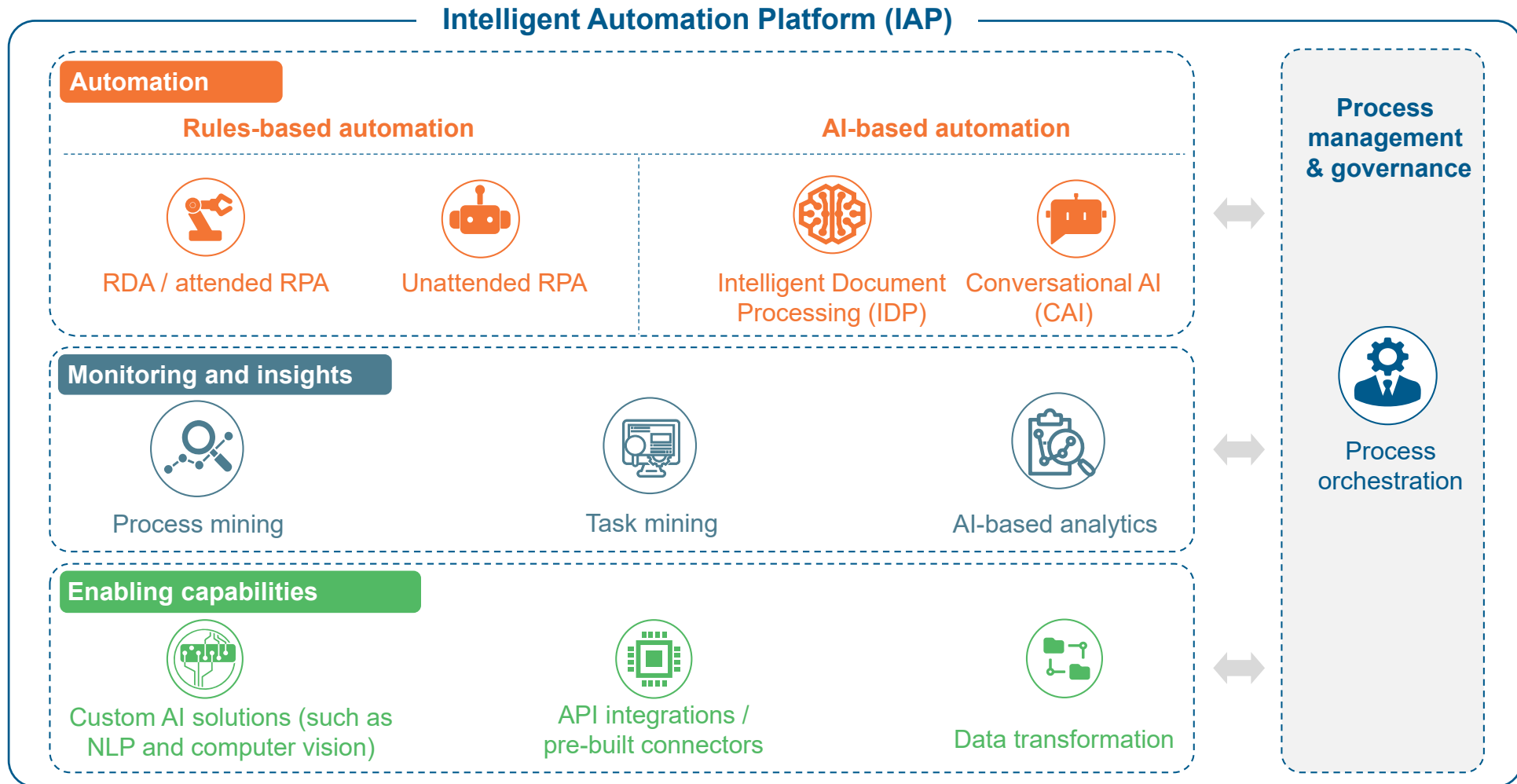
**Harpreet Makan**, Practice Director

**Akash Munjal**, Senior Analyst

**Raghav Khanna**, Analyst

<b>1. Differentiators for Pinnacle Enterprises™</b>	<b>4</b>
• Outcome differentiators	9
• Capability differentiators	13
<b>2. Key implications for enterprises</b>	<b>25</b>
• Implications for enterprises	26
<b>3. Accelerating your intelligent automation journey</b>	<b>32</b>
• Assessment of the capability gap between Pinnacle Enterprises™ and others	33
• Accelerators for the intelligent automation journey	33
<b>4. Assessment of capability maturity</b>	<b>38</b>
• Vision & strategy	39
• Implementation	50
• Technology capabilities	58
• Organizational structure	69
• Talent management	76
<b>5. Assessment of outcomes</b>	<b>82</b>
• Cost impact	83
• Operational impact	87
• Business impact	89
<b>6. Appendix</b>	<b>90</b>
• Survey demographics	91
• Glossary	92

# A host of technologies such as RPA, IDP, conversational AI, process mining, and process orchestration constitute the IA ecosystem



# 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 advanced automation 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 want 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 **Intelligent Automation (IA) adoption maturity** to compare outcomes with associated capabilities



Pinnacle Enterprise differentiators



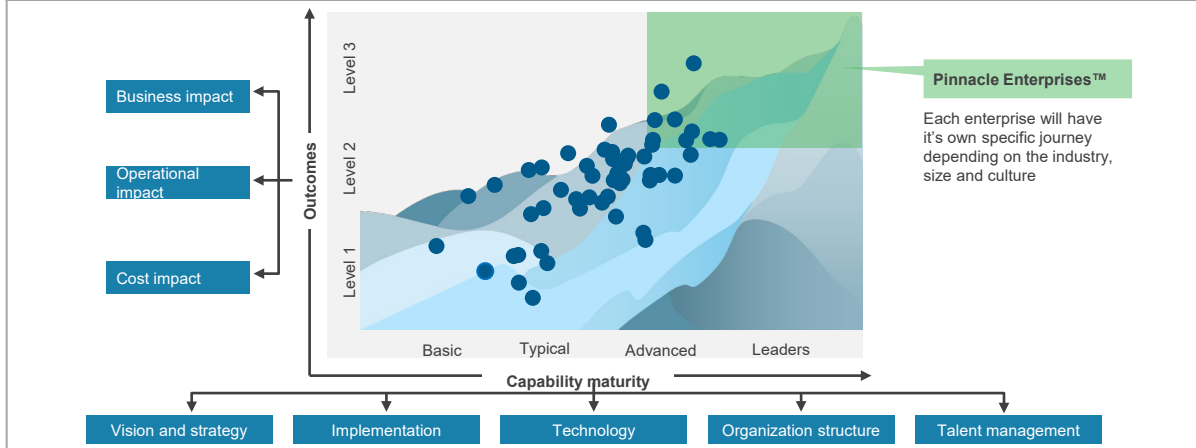
Accelerating your intelligent automation journey



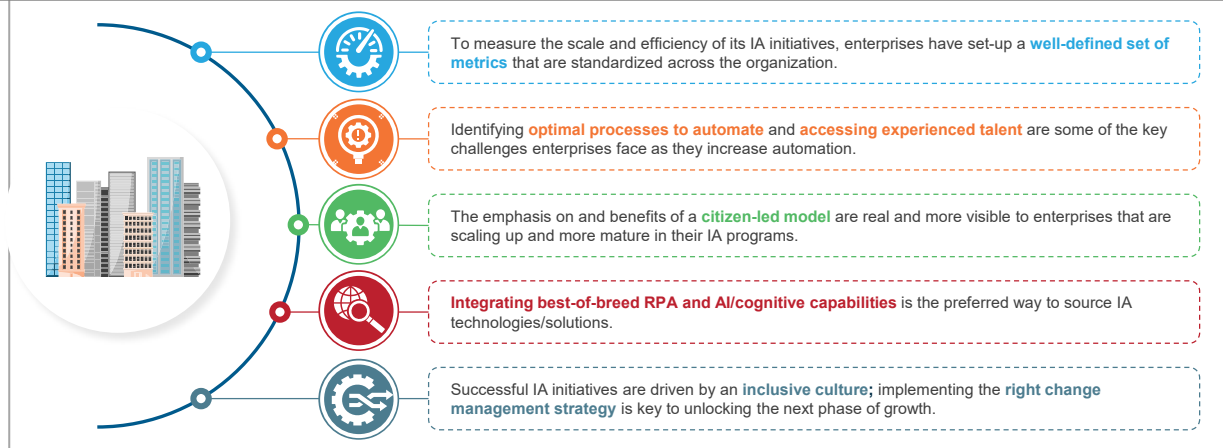
Implications for enterprises

# This study offers four distinct chapters providing a deep dive into strategy and approach taken by enterprises for adopting intelligent automation; below are four charts to illustrate the depth of the report

## Differentiators for Pinnacle Enterprises™



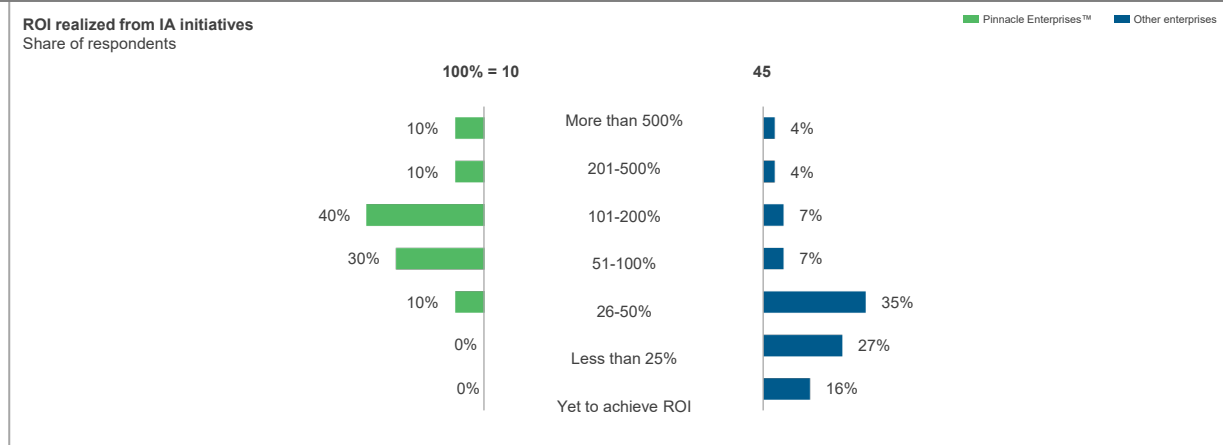
## Key implications for enterprises



## Accelerating your intelligent automation journey

		Extent of sub capability gap compared to Pinnacle Enterprises™			Extent of capability gap
		Basic	Typical	Advanced	Significant gap
<b>Vision and strategy</b>	Implementation approach	Red	Yellow-Red	Yellow	<b>Key journey accelerators for enterprises</b> <ul style="list-style-type: none"> <li><b>Identify and define the future state for all business processes before initiating IA</b> <ul style="list-style-type: none"> <li>Define the future state for processes and then re-engineer them, keeping in mind the automation evolution</li> <li>Standardize and optimize business processes to realize more value from IA adoption</li> </ul> </li> <li><b>Set up well-defined metrics to measure the outcomes, scale, and efficiency of IA</b> <ul style="list-style-type: none"> <li>Measure metrics such as cost savings, ROI, process quality and speed, productivity, and customer experience to measure automation initiatives outcomes</li> <li>To measure the scale and efficiency of automation initiatives, collect and monitor metrics such as license utilization, speed of automation implementation, Straight-Through Processing (STP) rates, and number of use cases / processes automated</li> <li>Standardize the above metrics across the organization and monitor them 24X7 to make data-backed strategic and operational decisions</li> </ul> </li> <li><b>Set up robust risk management protocols</b> <ul style="list-style-type: none"> <li>Set up, regularly monitor, and optimize risk management protocols</li> <li>Can include security and risk leaders in the IA journey from the start to prepare, manage, and mitigate associated risks</li> </ul> </li> </ul>
	Metrics & KPIs	Red	Yellow-Red	Green	
	Organizational readiness	Red	Yellow	Green	
	Vision	Yellow-Red	Green	Green	
	Project initiation & funding	Yellow-Green	Yellow	Green	

## Assessment of capability maturity and outcomes





Everest Group is a research firm focused on strategic IT, business services, engineering services, and sourcing. Our research also covers the technologies that power those processes and functions and the related talent trends and strategies. Our clients include leading global companies, service and technology providers, and investors. Clients use our services to guide their journeys to maximize operational and financial performance, transform experiences, and realize high-impact business outcomes. Details and in-depth content are available at [www.everestgrp.com](http://www.everestgrp.com).

## Stay connected

### Website

[everestgrp.com](http://everestgrp.com)

### Social Media

-  @EverestGroup
-  @Everest Group
-  @Everest Group
-  @Everest Group

### Blog

[everestgrp.com/blog](http://everestgrp.com/blog)

### Dallas (Headquarters)

[info@everestgrp.com](mailto:info@everestgrp.com)  
+1-214-451-3000

### Bangalore

[india@everestgrp.com](mailto:india@everestgrp.com)  
+91-80-61463500

### Delhi

[india@everestgrp.com](mailto:india@everestgrp.com)  
+91-124-496-1000

### London

[unitedkingdom@everestgrp.com](mailto:unitedkingdom@everestgrp.com)  
+44-207-129-1318

### Toronto

[canada@everestgrp.com](mailto:canada@everestgrp.com)  
+1-647-557-3475

*This document is for informational purposes only, and it is being provided "as is" and "as available" without any warranty of any kind, including any warranties of completeness, adequacy, or fitness for a particular purpose. Everest Group is not a legal or investment adviser; the contents of this document should not be construed as legal, tax, or investment advice. This document should not be used as a substitute for consultation with professional advisors, and Everest Group disclaims liability for any actions or decisions not to act that are taken as a result of any material in this publication.*