



## **Sourcing Innovation | Pinnacle Model™ Analysis**

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

# Our research offerings for global services

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Global services tracking across functions, sourcing models, locations, and service providers – industry tracking reports also available

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- This report is included in the Strategic Outsourcing & Vendor Management membership
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## More about membership

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

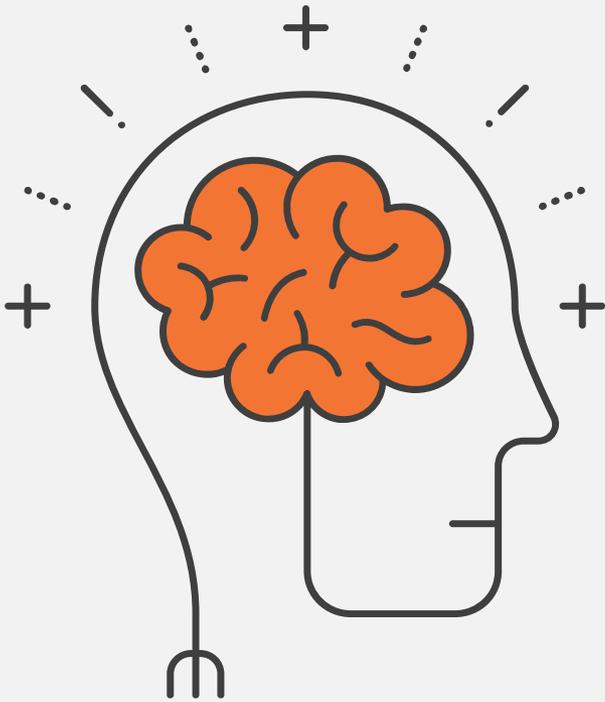
- Accelerators™
- Analyst access
- Data cuts
- Pinnacle Model™ reports
- PriceBook
- Virtual Roundtables
- Workshops

## 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

# What do we mean by innovation?

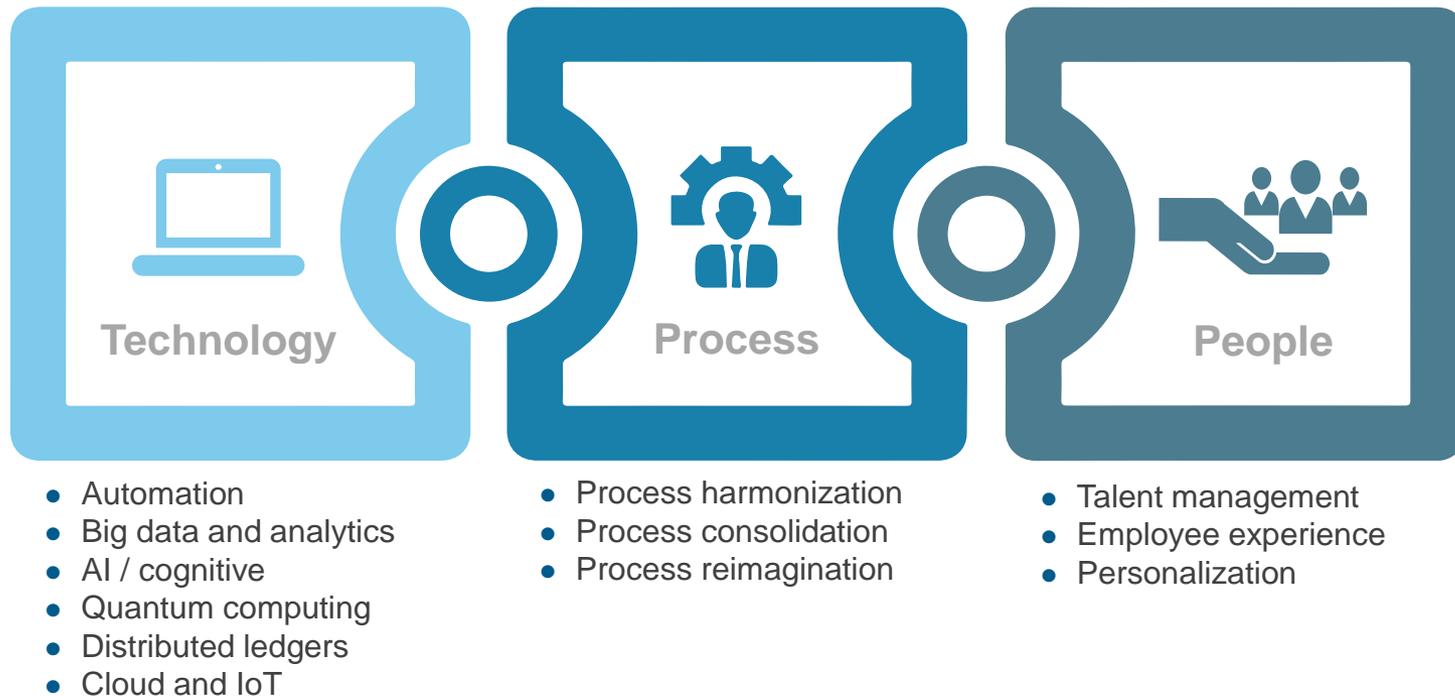
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“Innovation implies new methods, technologies, processes identified (typically) through creative problem solving and implemented to generate solutions to simple or complex business problems resulting in moderate to high impact”

Source: Everest Group's Sourcing Innovation Pinnacle Model™ Analysis (2019)

# In the increasingly complex business environment, enterprises are looking for innovative solutions to remain competitive and drive growth



Source: Everest Group's Sourcing Innovation Pinnacle Model™ Analysis (2019)

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## Definition of Pinnacle Enterprises™

Everest Group Sourcing Innovation Pinnacle Model assessment identifies Pinnacle Enterprises as companies that are achieving superior business outcomes because of their strong innovation initiatives in procurement. The journeys of these best-of-the-breed enterprises provide insights around how effectively they can optimize their procurement operations. Whether they are wanting to make incremental changes or achieve major transformations within procurement, Pinnacle Enterprises 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 enterprise **sourcing innovation strategy and approach** to compare outcomes with associated capabilities



Pinnacle Enterprise differentiators



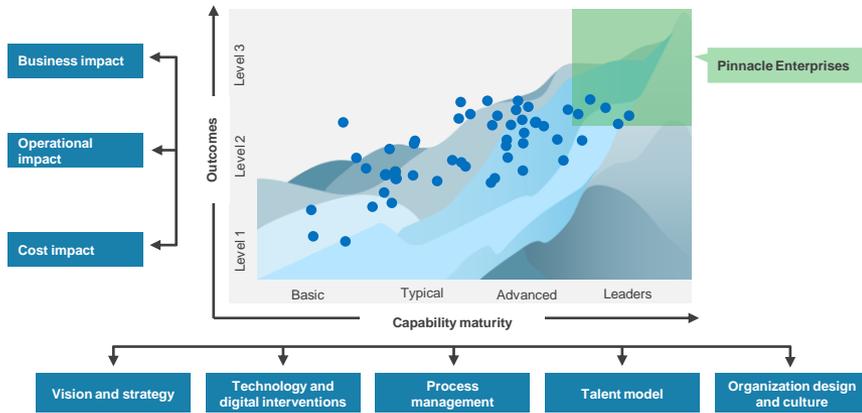
Accelerating your sourcing innovation journey



Implications for enterprises

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

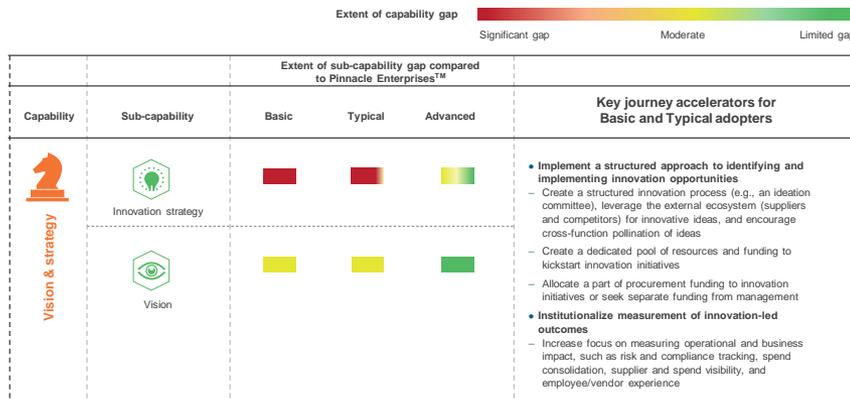
## Differentiators for Pinnacle Enterprises™



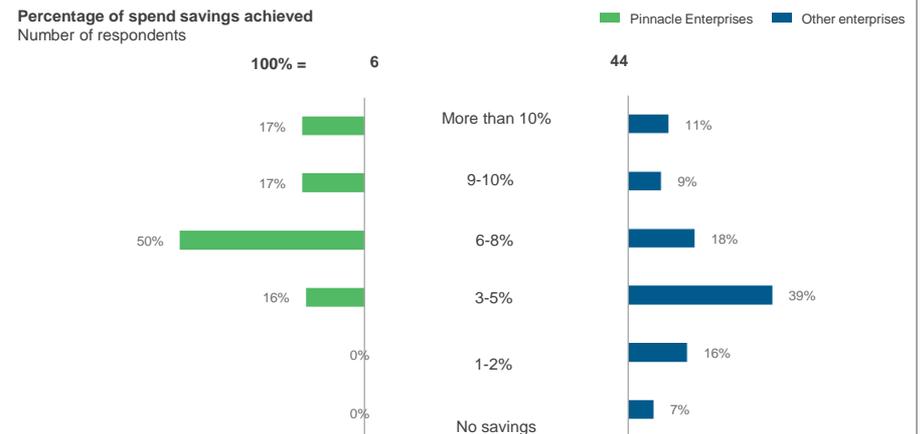
## Key implications for enterprises



## Accelerating your sourcing innovation journey



## Assessment of capability maturity and outcomes



# Additional research references

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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. **The Changing Priorities of Chief Financial Officers (CFOs) and Chief Procurement Officers (CPOs)** ([EGR-2019-23-R-3275](#)); 2019. In today's dynamic business landscape, the roles played by CFOs and CPOs have transformed significantly. They have evolved from being heads of their respective support functions to strategic business leaders responsible for delivering business outcomes. This report explores the evolving roles of CFOs and CPOs, covering their traditional responsibilities, areas of cross-functional collaboration, and increasing scope of their functional responsibilities
2. **Is Your Organization Ready for Cognitive Procurement?** ([EGR-2019-21-V-3062](#)); 2019. To achieve the next-level benefits of technological advances, procurement teams need to leverage AI/cognitive solutions, as they are enablers of intelligent automation. Cognitive solutions present unique opportunities for organizations – enabling them to generate supplier intelligence, perform contract analysis, prevent fraud and duplicate payment, and enhance buyer decision-making

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

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