Gartner IT Score for Sourcing & Procurement

Sample report excerpt

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Meet Gartner IT Score

Introduction to Gartner IT Score for Sourcing & Procurement

Functional leaders use Gartner IT Score for Sourcing & Procurement to measure the maturity of their function in key activities, prioritize areas of improvement and plot the function's path to improvement. This is an excerpt from a full report, which provides detail on a wide range of functional activities. Gartner IT Score for Sourcing & Procurement covers 11 functional activities across 4 functional objectives.

Here's how it works

1. **Measure the performance of the function in terms of:**

   - **Maturity.** We ask a series of yes/no questions about how your function approaches and executes each one of a range of key activities and objectives specific to your function.

   - **Importance.** We ask you to indicate how important each of those activities is for your function to meet its enterprise objectives.

2. **Prioritize.**

   - **See your maturity levels at a glance.** On a simple bar graph, we plot the maturity level of each activity and its importance — and you get your first glimpse of where maturity and importance aren't aligned. For example, your function may be highly mature in activities that aren't very important to driving business priorities or highly immature in activities that are.

   - **See your priorities in rank order,** based on those gaps between maturity and importance. Immediately you can see what should be your highest priorities for improvement if your function is to drive business goals effectively. You also see which activities need less attention.
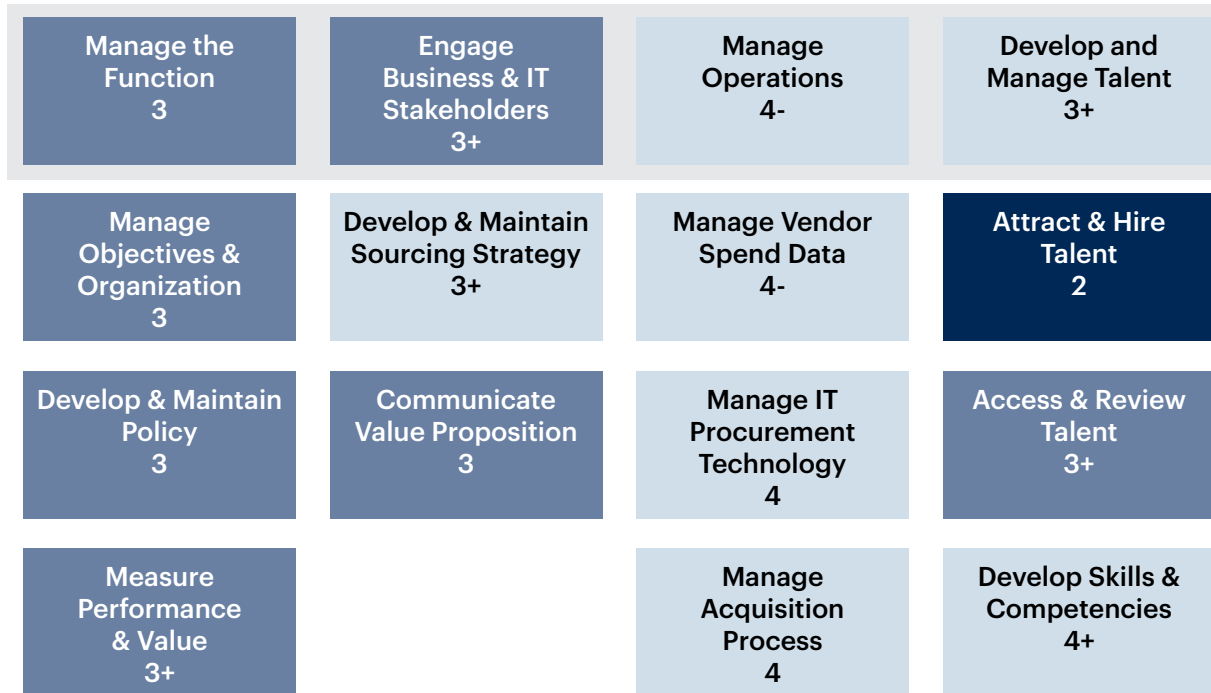
3. **Improve.** We provide you with steps to take on your path to improvement in whatever activities the data shows to be the biggest significant opportunities for improvement.

   - **"A Pathway to Maturity"** lists action steps required to reach the next level in each specific activity.

   - **Recommended related resources** provide associated insights. In some cases, a Gartner advisor delivers the report and helps with prioritization and action planning.

Read on for more insights and recommendations you might receive on an individual activity. A complete report shows you the current status and improvement path for all activities and objectives in your function.

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How mature are your functional activities?

Gartner IT Score for Sourcing & Procurement benchmarks your self-assessment to provide you with a current maturity score by activity.
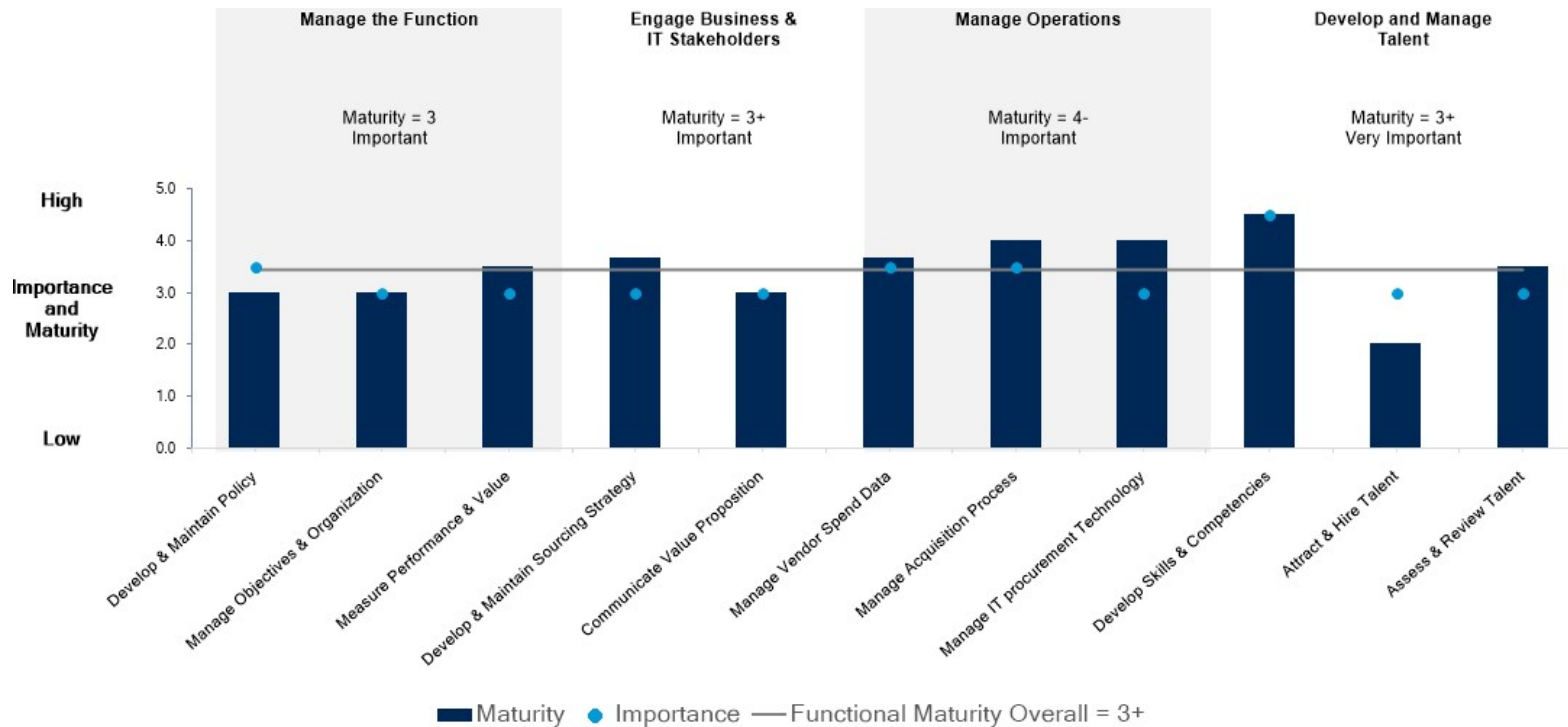
Manage the Function 3	Engage Business & IT Stakeholders 3+	Manage Operations 4-	Develop and Manage Talent 3+
Manage Objectives & Organization 3	Develop & Maintain Sourcing Strategy 3+	Manage Vendor Spend Data 4-	Attract & Hire Talent 2
Develop & Maintain Policy 3	Communicate Value Proposition 3	Manage IT Procurement Technology 4	Access & Review Talent 3+
Measure Performance & Value 3+		Manage Acquisition Process 4	Develop Skills & Competencies 4+

■ High Maturity　　■ Medium Maturity　　■ Low Maturity　　□ Not Assessed

Maturity: Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

The set of activities as mapped here is subject to change.

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How do maturity and importance compare?

Gartner IT Score for Sourcing & Procurement plots your benchmarked maturity score against the importance you assign to that activity in terms of its criticality for your function to meet enterprise business objectives.

Manage the Function	Engage Business & IT Stakeholders	Manage Operations	Develop and Manage Talent
Maturity = 3 Important	Maturity = 3+ Important	Maturity = 4- Important	Maturity = 3+ Very Important

Chart axis labels: High, Importance and Maturity, Low; scale 0.0–5.0

X-axis categories: Develop & Maintain Policy, Manage Objectives & Organization, Measure Performance & Value, Develop & Maintain Sourcing Strategy, Communicate Value Proposition, Manage Vendor Spend Data, Manage Acquisition Process, Manage IT procurement Technology, Develop Skills & Competencies, Attract & Hire Talent, Assess & Review Talent

Legend: ■ Maturity ● Importance — Functional Maturity Overall = 3+

Select Findings

Lowest Maturity
- Attract & Hire Talent
- Communicate Value Proposition
- Develop & Maintain Policy
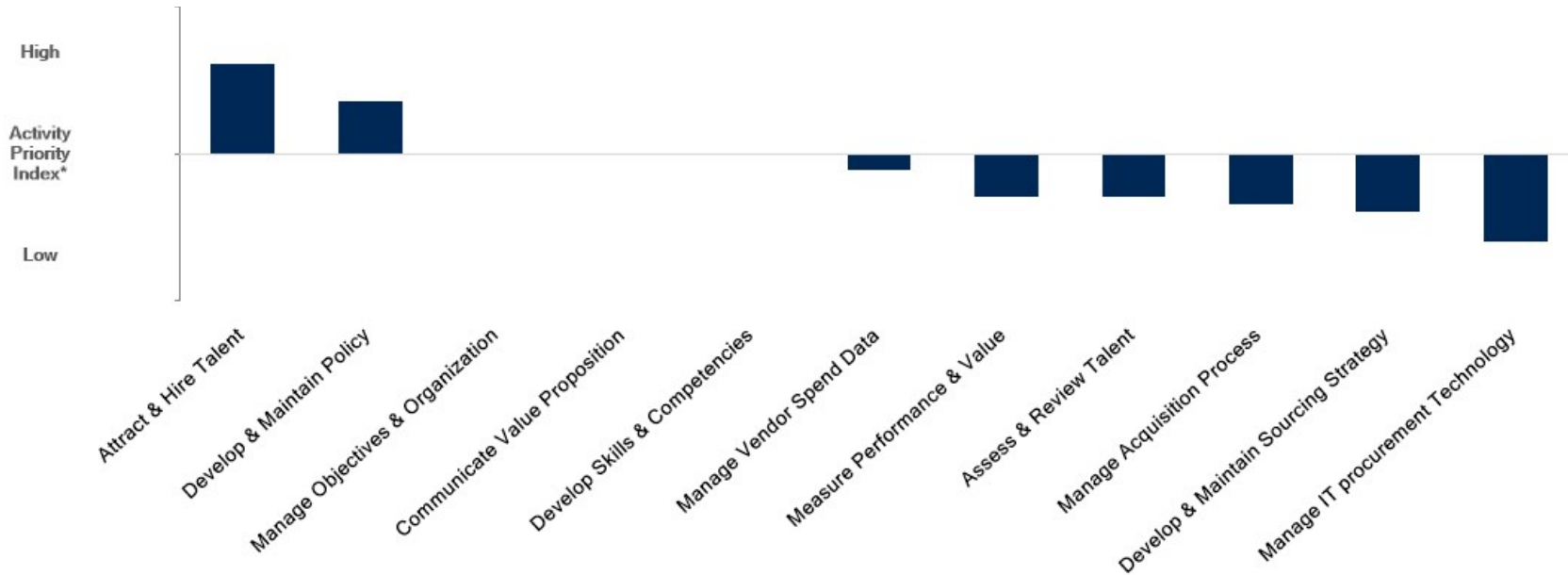- Manage Objectives & Organization

Highest Importance
- Develop Skills & Competencies
- Develop & Maintain Policy
- Manage Vendor Spend Data
- Manage Acquisition Process

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What are the high-priority areas for your function?

Gartner IT Score for Sourcing & Procurement rank-orders your improvement priorities, based on the gap between maturity and importance. The Activity Priority Index (API) identifies where the function is less mature in activities of greater importance. A higher API score indicates a greater priority to the organization.

Highest Priority

- Attract & Hire Talent
- Develop & Maintain Policy
- Manage Objectives & Organization and more activities

Lowest Priority

- Manage IT Procurement Technology
- Develop & Maintain Sourcing Strategy
- Manage Acquisition Process

* Activity Priority Index: Activity Priority Index (API) for an activity is computed as average importance minus maturity multiplied by its average importance.
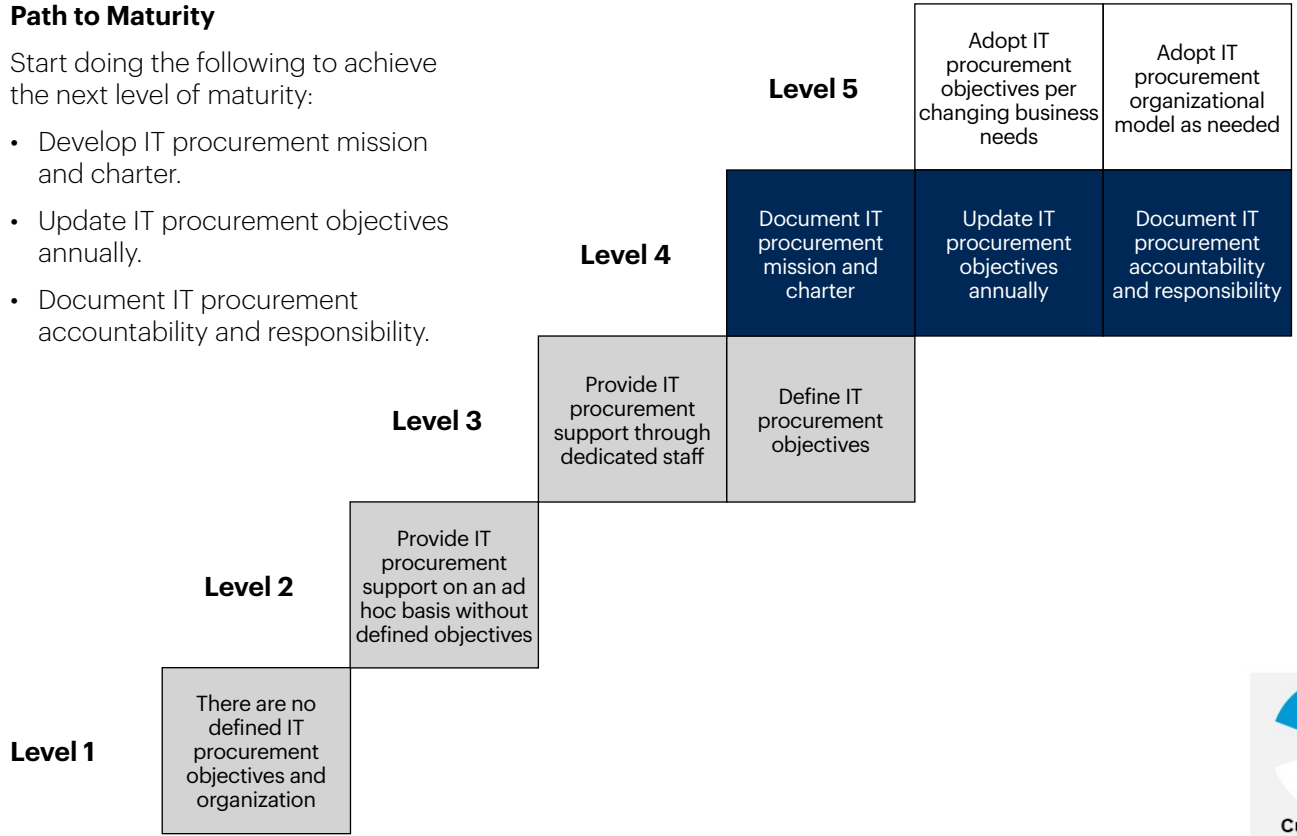
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High-priority area: Manage Objectives & Organization

Gartner IT Score for Sourcing & Procurement provides next steps for each individual activity, based on current and desired state.

Path to Maturity

Start doing the following to achieve the next level of maturity:

- Develop IT procurement mission and charter.
- Update IT procurement objectives annually.
- Document IT procurement accountability and responsibility.

Level 5

| | Adopt IT procurement objectives per changing business needs | Adopt IT procurement organizational model as needed |

Level 4

| Document IT procurement mission and charter | Update IT procurement objectives annually | Document IT procurement accountability and responsibility |

Level 3

| Provide IT procurement support through dedicated staff | Define IT procurement objectives |

Level 2

| Provide IT procurement support on an ad hoc basis without defined objectives |

Level 1

| There are no defined IT procurement objectives and organization |

3 Current Level

4 Next Level

☐ Currently practiced (or no longer required)
■ Commence to achieve next level of maturity
☐ Not currently practiced

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Manage Objectives & Organization

Sample recommended resources

Featured resources

Procurement Framework — Develop Effective Governance Processes to Drive Procurement Transformation
This Toolkit provides SPVM leaders examples of the structure and components required for business-aligned procurement governance processes.

The Technology Procurement Leader's First 100 Days
SPVM leaders focused on procurement must build the foundation for success during this pivotal point in their role.

Technology SPVM Need a Center of Excellence to Be Digital-Business-Ready
To become trusted advisors, sourcing, procurement and vendor management leaders must adopt an engagement model focused on enabling business outcomes.

Toolkit: Template for Establishing or Evolving a Technology Procurement Mission and Charter
This research will show SPVM leaders how to use a center of excellence to support their transformation to a more agile operating model.

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Visit: gartner.com/en/information-technology

About Gartner

Gartner is the world's leading research and advisory company and a member of the S&P 500. We equip business leaders with indispensable insights, advice and tools to achieve their mission-critical priorities today and build the successful organizations of tomorrow.

Our unmatched combination of expert-led, practitioner-sourced and data-driven research steers clients toward the right decisions on the issues that matter most. We are a trusted advisor and an objective resource for more than 14,000 enterprises in more than 100 countries — across all major functions, in every industry and enterprise size.

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