## Deloitte.

## 2023 Global Shared Services and Outsourcing Survey



## Key themes for this year's survey

Top objectives identified and achieved by GBS organizations:

 GBS continues to focus on cost reduction as a priority 83% - 82% - 70% - 59% - 58%

Cost Reduction (84% had identified it as an objective in 2021) Standardization & efficiency of processes (88% had identified

objective in 2021)

Developing capabilities (59% had identified objective in 2021) Driving Business Value (73% had identified

objective in 2021)

Reducing Risk (41% had identified objective in 2021)

**GBS** is going digital

 GBS continues to adopt key digital enablers to drive value

- Top focus areas for next 1-3 years:
- 1. Automation
- 2. Global Standard Processes
- 3. Centralized analytics reporting & performance dashboards
- 4. Single-instance ERP
- 5. Case management/Workflow tool



**59%** 

Implemented automation



Implemented singleinstance ERP



Implemented case management / workflow tool



Implemented centralized analytics reporting & performance dashboards



Implemented global standard processes

GBS is playing a key role in ESG

- ~50% of GBS organizations reported ESG as a focus area
- Of those organizations, the data on the right are the key roles being played by GBS.

Promoting social responsibility & diversity



59%

Supporting a broad range of ESG goals such as ESG reporting



Contributing to the Net Zero ecological environmental ambition



Creating seamless transparency on ethical compliance of its in-/external E2E supply chain

Reporting structure of GBS organizations:

How reporting structure changes with maturity of GBS:

GBS organizations change reporting lines as they mature

39%

36%

25%

40%

33%

23%

Led by Head of GBS Led by functional leaders

Led by CXOs

Mature GBS organizations (>7 years) are reporting into a GBS leader Newer GBS organizations (1-3 years) are reporting into a Organizations being led by CFOs

Capabilities that organizations have implemented in GBS:

Capabilities that organizations are planning to implement in GBS:

Organizations are equipping their GBS with capabilities

71%

3370

53%

47%

37%

36%

Implemented process excellence & continuous improvement

Implemented reporting & analytics

Implemented end-to-end process ownership Planning to implement business process mining and mapping Planning to implement customer experience & user centric design Planning to implement reporting & analytics

Organizations are building agility and resilience into their business models through:

Post-COVID trends in GBS suggest that organizations are reprioritizing their talent strategy to focus on:

GBS is building agile and resilient talent models

66%

46%

44%

58%

57%

54%

Expanded work from home capabilities

Digital agenda acceleration

Flexible work hours

Upskilling opportunities

Well-being opportunities

Market-adjusted compensation