Shared Services State of the Industry 2024
Trends

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Do you operate as a GBS?

- **Yes**
- **Not yet, but planning in next 3-5 years**
- **No**
- **Committed to GBS (Yes + Planning to)**

<table>
<thead>
<tr>
<th>Year</th>
<th>Yes</th>
<th>Not yet, but planning in next 3-5 years</th>
<th>No</th>
<th>Committed to GBS (Yes + Planning to)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>45.2%</td>
<td>34.3%</td>
<td>19.4%</td>
<td>60.5%</td>
</tr>
<tr>
<td>2020</td>
<td>62.0%</td>
<td>19.4% 18.7%</td>
<td>19.4%</td>
<td>81.5%</td>
</tr>
<tr>
<td>2022</td>
<td>61.8%</td>
<td>18.8% 19.4%</td>
<td>18.8%</td>
<td>80.2%</td>
</tr>
<tr>
<td>2023</td>
<td>68.1%</td>
<td>16.0% 16.0%</td>
<td>16.0%</td>
<td>84.1%</td>
</tr>
</tbody>
</table>
What do you perceive your SSO/GBS overall maturity level to be – considering sourcing model, scope, automation, strategic alignment & talent?

- Low: 25%
- Medium: 50%
- High (advanced): 22%
- Expert (progressive): 4%
WHAT ARE YOUR SSO/GBS STRATEGIC TARGETS IN GENERAL?

- Cost/efficiency: 88% (2023) vs. 73% (2022)
- Service excellence: 71% (2023) vs. 60% (2022)
- Effectiveness: 66% (2023) vs. 35% (2022)
- Compliance: 56% (2023) vs. 14% (2022)
Which of the below listed services/functions does your SSO/GBS provide?
<table>
<thead>
<tr>
<th>Position</th>
<th>2023</th>
<th>2022</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>CXO (CFO, CEO, CIO, CHRO)</td>
<td>65%</td>
<td>67%</td>
<td>68%</td>
</tr>
<tr>
<td>Chief Transformation/Accounting/Administrative Officer</td>
<td>13%</td>
<td>12%</td>
<td>13%</td>
</tr>
<tr>
<td>Managing Director (Business/Regional/Country)</td>
<td>10%</td>
<td>8%</td>
<td>10%</td>
</tr>
<tr>
<td>Other</td>
<td>11%</td>
<td>13%</td>
<td>9%</td>
</tr>
</tbody>
</table>
HOW MANY SHARED SERVICES / GBS CENTERS DOES YOUR ORGANIZATION RUN GLOBALLY?

- 2023
- 2022
- 2021

- >10: 8%
- 7-10: 7%
- 5: 7%
- 4-6: 35%
- 26%
- 63%
- 53%
- 55%
WHAT IS THE TOTAL NUMBER OF SSO/GBS STAFF (CAPTIVE & OUTSOURCED) ACROSS YOUR ENTIRE SSO/GBS ORGANIZATION (ALL GLOBAL LOCATIONS)?

- 47% <500
- 18% 500-1,000
- 20% 1,000-5,000
- 9% 5,000-10,000
- 7% >=10,000
Has your recruiting strategy changed as a result of future of work (FOW) trends over recent years?

- Yes - we are recruiting more globally and regionally
  - 2021: 36%
  - 2022: 42%
  - 2023: 43%

- Yes – we are utilizing more of the human cloud / gig economy workforce
  - 2021: 7%
  - 2022: 3%
  - 2023: 4%

- Yes – we are utilizing more professional services firms (eg, consulting firms) as resources
  - 2021: 6%
  - 2022: 7%
  - 2023: 4%

- Yes – we are utilizing more professional recruiting firms to access resources
  - 2021: 7%
  - 2022: 12%
  - 2023: 7%

- No
  - 2021: 36%
  - 2022: 36%
  - 2023: 42%
### What efforts are you making to attract talent in general?

<table>
<thead>
<tr>
<th>Effort</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revising the Employee Value proposition</td>
<td>62%</td>
</tr>
<tr>
<td>Leveraging the company brand</td>
<td>58%</td>
</tr>
<tr>
<td>Broadening Talent Acquisition channels (e.g., Social)</td>
<td>47%</td>
</tr>
<tr>
<td>Selling the purpose-led vision of the company culture (including ESG commitment)</td>
<td>40%</td>
</tr>
<tr>
<td>Increased Compensation &amp; Benefits</td>
<td>37%</td>
</tr>
<tr>
<td>Targeting non-traditional groups (e.g., different stage in career)</td>
<td>23%</td>
</tr>
<tr>
<td>Selling digital to prospects</td>
<td>16%</td>
</tr>
<tr>
<td>Targeting non-traditional capabilities</td>
<td>13%</td>
</tr>
<tr>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>
WHAT ARE THE KEY ELEMENTS GEN Z ARE LOOKING FOR? WHAT MOTIVATES THIS DEMOGRAPHIC?

<table>
<thead>
<tr>
<th>Factor</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ability to work outside the office/remote</td>
<td>74%</td>
<td>80%</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>62%</td>
<td>61%</td>
</tr>
<tr>
<td>Compensation &amp; Benefits</td>
<td>58%</td>
<td>55%</td>
</tr>
<tr>
<td>Ability to work the hours they choose/non-conventional hours</td>
<td>48%</td>
<td>44%</td>
</tr>
<tr>
<td>Commitment to Diversity, Equity and Inclusion</td>
<td>40%</td>
<td>53%</td>
</tr>
<tr>
<td>The career path you promise</td>
<td>39%</td>
<td>49%</td>
</tr>
<tr>
<td>Recognized brand (enterprise)</td>
<td>34%</td>
<td>37%</td>
</tr>
</tbody>
</table>
Retaining this younger demographic is proving challenging. Realistically, based on your experience, how long do you think they will stay?

- 2023
- 2022

3 years or less:
- 84%
- 93%

>3 years:
- 16%
- 7%
WHAT ARE THE TOP 3 SKILLS YOU ARE PRIORITIZING RIGHT NOW, IN TERMS OF RECRUITMENT AND TRAINING?

**First Place**
- 2023: Problem-solving
- 2022: Process design/continuous improvement
- 2021: Process Automation

**Second Place**
- 2023: Process design/continuous improvement
- 2022: Problem-solving
- 2021: Process design/continuous improvement

**Third Place**
- 2023: Data management/analytics
- 2022: Data management/analytics
- 2021: Data management/analytics
What are the top skills you are prioritizing in terms of recruitment and training?

- **Problem-solving**
  - 2021: 33%
  - 2022: 42%
  - 2023: 52%

- **Stakeholder engagement**
  - 2021: 12%
  - 2022: 25%
  - 2023: 26%

- **Empathy**
  - 2021: 8%
  - 2022: 9%
  - 2023: 17%
WHAT APPROACHES HAVE BEEN MOST EFFECTIVE IN ACHIEVING PROCESS OPTIMIZATION?

60% Skills & Capabilities of People

60% Skills & Capabilities of People
56% Tools & Solutions
53% Ability to overcome silos (i.e., optimizing end-to-end)
39% SSO/GBS mandate
38% Company culture
28% Methodology
10% Legal & Regulatory requirements
3% Other

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What do you perceive your SSO/GBS overall automation level to be?

- None/Low (Automation Scale=0-25%): 30%
- Medium (26-50%): 53%
- High (51-75%): 14%
- Expert (>75%): 3%
Where do enterprise digitization projects reside?

- In shared services / GBS: 28% (2021), 21% (2022), 19% (2023)
- In shared services / GBS but in digital/automation Centers of Excellence: 18% (2021), 20% (2022), 23% (2023)
- Outside shared services / GBS - In broader IT operations: 24% (2021), 30% (2022), 28% (2023)
- Outside shared services / GBS - In Business Transformation Team: 14% (2021), 14% (2022), 16% (2023)
- Outside shared services / GBS in digital/automation Centers of Excellence: 9% (2021), 7% (2022), 9% (2023)
- Other (please specify): 8% (2021), 9% (2022), 5% (2023)
HOW ARE THE BELOW TOOLS PRIORITIZED IN YOUR SSO/GBS?

- Data Analytics: 84%
- Automated solutions / RPA: 79%
- Cloud Platform: 65%
- Workforce optimization (bot/human): 65%
- Process Discovery: 53%
- Process Mining: 52%
- Intelligent document processing (IDP): 46%
- AI-driven automation: 44%
- “Services as a platform” approach: 40%
- Autonomous automation: 33%
- Blockchain: 14%
Where have you seen the most successful use case for intelligent automation to date?
WHAT ARE THE TOP 3 TECHNOLOGY INVESTMENT PRIORITIES IN THE NEXT YEAR?

36% Robotic Process Automation (RPA)
30% Analytics Tools
30% ERP Platform
REGARDING DATA ANALYTICS, WHERE HAVE YOUR BIGGEST WINS BEEN TO DATE?

### 2023
- In Procure-to-Pay: 33%
- In Order-to-Cash: 27%
- In improved customer engagement: 22%

### 2022
- In Procure-to-Pay: 34%
- In spotlighting process inefficiencies: 28%
- In Order-to-Cash: 23%

### 2021
- In Procure-to-Pay: 29%
- In improved customer engagement: 28%
- In Order-to-Cash: 21%
What best reflects the maturity of your analytics implementation?

- Reporting (i.e. what happened) - 47% (2022) vs 39% (2023)
- Advanced Reporting (i.e. interpretative reporting) - 30% (2022) vs 32% (2023)
- Predictive Analytics (i.e. what is likely to happen) - 13% (2022) vs 18% (2023)
- Prescriptive Analytics (i.e. how can we make it happen) - 3% (2022) vs 6% (2023)
- None of the above (i.e. no reporting or analytics) - 6% (2022) vs 6% (2023)
Are you planning to expand your scope of work next year?

- Yes in terms of services: 43%
- Yes in terms of geographic reach: 8%
- Yes in terms of both services AND geographic reach: 34%
- No we are reducing services and/or geographic reach: 2%
- No, no change planned: 13%
Are you planning to expand your scope of work next year?

- **2019**: 71% Yes, 29% No
- **2020**: 79% Yes, 21% No
- **2021**: 75% Yes, 25% No
- **2022**: 86% Yes, 14% No
- **2023**: 85% Yes, 15% No
ARE YOU MOVING FROM TRANSACTIONAL BACK OFFICE WORK TOWARDS CORE BUSINESS SUPPORT?

No, this is not on our agenda 👎 22%

We are thinking about it? 29%

👍 Yes, this is a key focus 49%
Do you outsource work?

Yes 47%

No 53%
If you outsource, will your use of outsourcing increase or decrease in the next year?

- Increase: 41%
- Decrease: 16%
- No change: 43%
## WHAT ARE THE TOP 3 BENEFITS OF OUTSOURCING?

<table>
<thead>
<tr>
<th>First Place</th>
<th>Second Place</th>
<th>Third Place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost / Efficiency</td>
<td>Access to talent / skills</td>
<td>Experience</td>
</tr>
<tr>
<td>Cost / Efficiency</td>
<td>Tech enabling capabilities / tech solutions</td>
<td>Access to talent / skills</td>
</tr>
<tr>
<td>Access to talent / skills</td>
<td>Cost / Efficiency</td>
<td>Improved / more automation</td>
</tr>
</tbody>
</table>

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What are your top 3 objectives in the next year?

- Upskilling shared services/GBS staff: 50%
- Leveraging automation platforms: 41%
- Rethinking/shifting our operating model: 37%
- Business partnering: 33%
- Leveraging IA solutions: 26%
- Culture and branding: 26%
- Digitizing data: 25%
- Recruiting/retaining staff: 17%
- Human/bot workforce optimization (orchestration): 16%
- Redefining workforce strategy (from recruitment to talent management): 15%
- Redefining the hybrid office/work environment: 14%
- Other (please specify): 4%
What does 'customer centricity' look like for your operation?

- Customer experience: 52%
- Solving specific business problems for customers: 13%
- Meeting SLAs / KPIs: 13%
- Cost savings: 9%
- Offering more self-service solutions / portal use: 5%
- Getting the human out of loop through more automation: 4%
- Developing skills required to enable the digital enterprise: 2%
- Time savings: 2%
- Analytics decision support: 1%
What best reflects your "naming" strategy?

- **Global Business Services/Solutions**: 20% (2021), 44% (2023)
- **Shared Services**: 28% (2021), 34% (2023)
- **Global Business Partner**: 9% (2021), 4% (2023)
- **Other**: 18% (2023)
What type of new SSO / GBS services do you plan to offer supported by generative AI?

- 68% Business intelligence & analytics
- 62% Customer service
- 55% Knowledge management & model curation as a service
- 28% Marketing, content creation & communication support
- 22% Engineering – code generation
- 18% Sales enablement
- 15% Low code coding
- 7% Other
WHICH STATEMENT BEST SUMS UP YOUR CURRENT APPROACH TO GENERATIVE AI / CHAT GPT SOLUTIONS?

- We have a clear understanding of the ROI and a roadmap to deliver it (52%)
- We are exploring what type of benefits it can deliver (28%)
- We are deploying several use cases (10%)
- This is not a priority for us at this stage (7%)
WHO IS RESPONSIBLE FOR GENERATIVE AI EXPLORATION & DEPLOYMENT?

- SSO/GBS and IT in collaboration: 57%
- Digital teams in IT: 15%
- SSO/GBS solution team: 13%
- Not yet determined: 11%
- Other: 3%
How are you adopting/planning to adopt generative AI?

- Upskill an internal team: 44%
- Partner with an implementation company (e.g., consultant): 18%
- Partner with a vendor: 16%
- Hire someone to lead the implementation with relevant skills/experience: 11%
- Other: 10%
WHAT TYPE OF USE CASES ARE YOU CURRENTLY PURSUING WITH GENERATIVE AI?

- Analytics & insights generation: 56%
- Improved customer experience (e.g., through Chatbots): 52%
- Unstructured data classification & structuring: 41%
- Text summarization: 34%
- Augmented knowledge management: 34%
- Content creation: 33%
- None yet: 23%
- Coding support & validation: 20%
- Other: 7%