Top objectives of investing in GBS and SSC (and which have been achieved)

- **88%** Standardization and process efficiency (78% have achieved objective)
- **84%** Reducing costs (88% have achieved objective)
- **73%** Driving business value (63% have achieved objective)
- **61%** Driving a digital agenda (54% have achieved objective)
- **59%** Developing capabilities (67% have achieved objective)

Adding capabilities to GBS organizations

- **56%** have implemented automation, and 33% are planning to implement automation
- **58%** have implemented reporting, and a further 30% are planning to implement
- **56%** have implemented process excellence, and 27% are planning to implement process excellence
- **32%** are planning to implement customer experience and user-centric design, while 22% have already implemented
- **44%** are planning to implement analytics, the highest among capabilities, while 28% have already implemented

Embracing a digital mindset

Digital adoption is a priority, with a focus on developing a culture of innovation and analytics over the next one to three years

Key enablers

- **69%** have implemented RPA
- **54%** have implemented single-instance ERP
- **47%** have implemented case management solutions (such as ServiceNow)
- **59%** have implemented global standard processes
- **51%** have implemented cloud (including AWS)

Top focus areas for next one to three years

1. RPA
2. Global standard process
3. Single-instance ERP
4. Analytics reporting
5. Innovation culture
6. Self-service

Investing in talent and diversity

- **77%** strong culture development
- **63%** well-being opportunities
- **62%** continuous improvement and innovation

Culture and well-being are top focus areas for employee experience and retention

Bottom of the list, and down from 2019 survey

- **39%** Performance-based pay
- **35%** Financial support for cont. education

>80% of organizations have greater than one-third representation of women and minorities in their leadership groups