

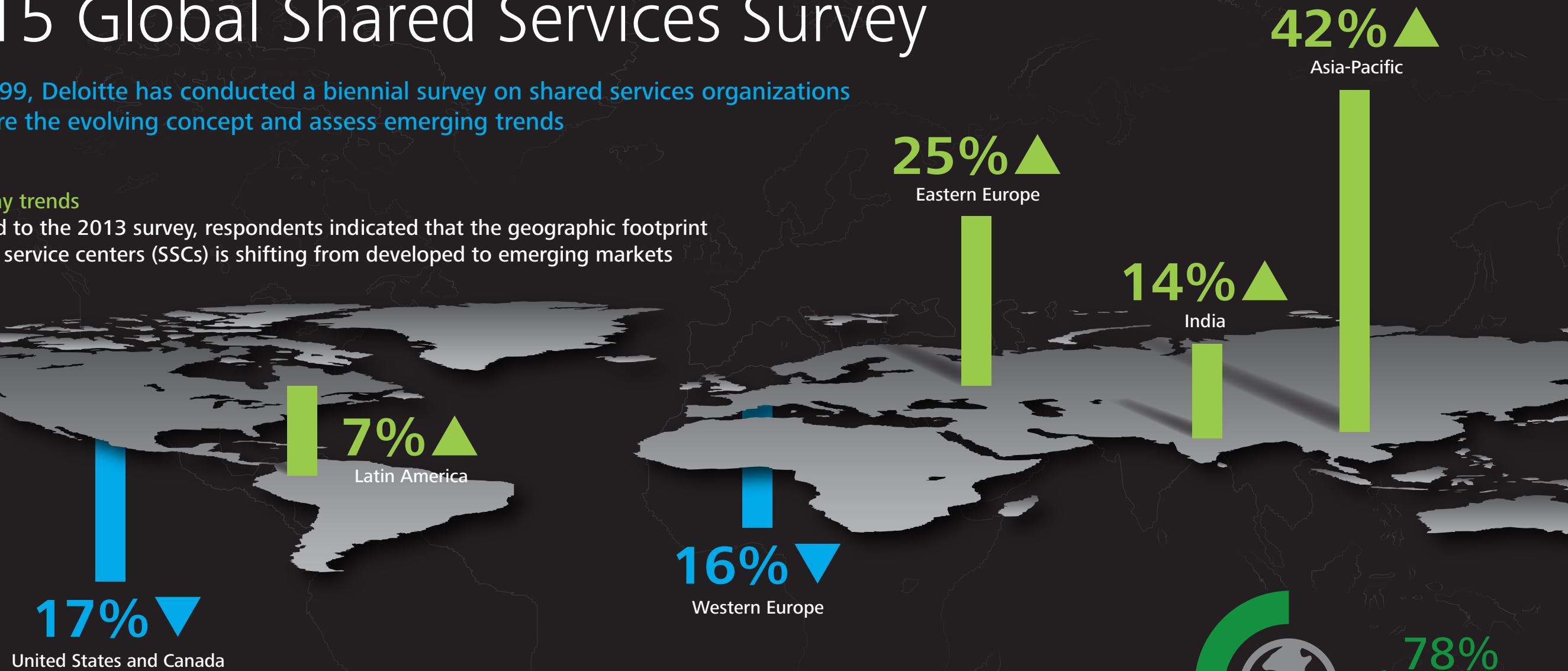
A new world of business

2015 Global Shared Services Survey

Since 1999, Deloitte has conducted a biennial survey on shared services organizations to explore the evolving concept and assess emerging trends

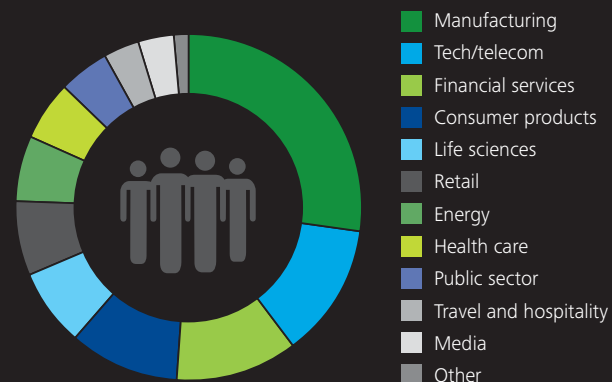
Geography trends

Compared to the 2013 survey, respondents indicated that the geographic footprint of shared service centers (SSCs) is shifting from developed to emerging markets



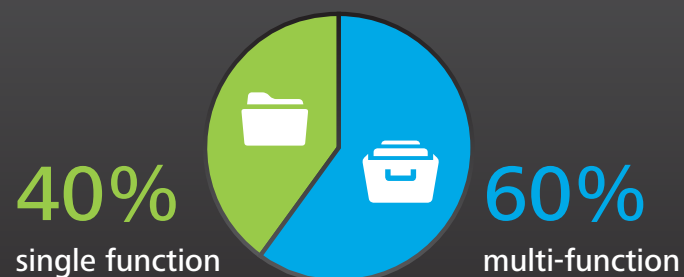
Respondent demographics

Industries represented



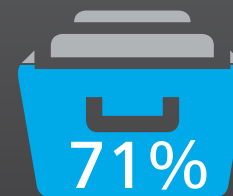
Scope

Respondents reported that the majority of SSCs are multi-function, and the top functions in an SSC environment are consistent



Top 3 functions

- Finance
- Human Resources
- Information Technology



percent of respondents are looking to increase the number of functions within their SSCs in the future

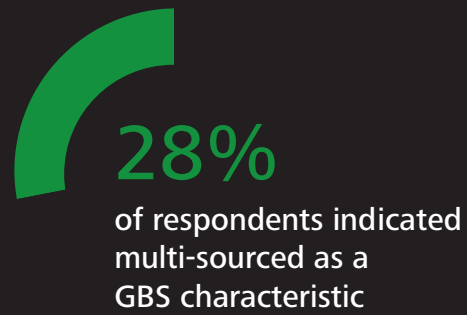


78% of SSCs provide services for one or more continents

Deloitte.

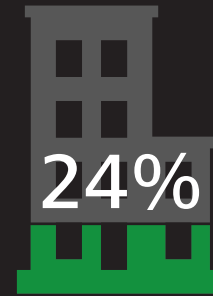
Organization

While the definition of global business services (GBS) varies across organizations, the majority of respondents share the value of shifting to a GBS model



74%

of respondents reported that their organizations have a GBS leader whose responsibilities span across a multitude of areas such as **continuous improvement** and **global process ownership**



24%

of respondents indicated that their organizations did not develop a business case before transitioning to a GBS model because they believed it was an **obvious** next step



74%

of respondents reported that their organizations have a GBS leader with significant responsibility across multiple functions

Journey and value

Respondents indicated a strong preference to **'lift and shift' processes** on the journey to a SS environment



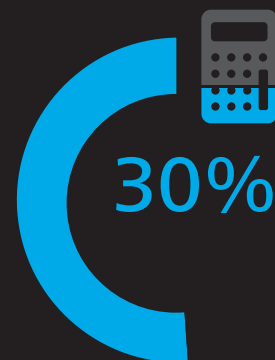
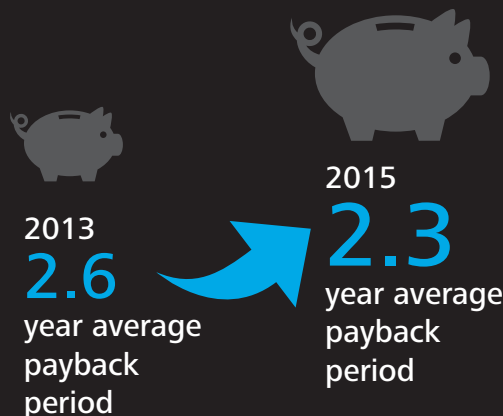
61%

of respondents standardized processes after moving to an SSC



of respondents followed a **"big bang"** approach by standardizing processes and simultaneously changing technologies during the move to SSCs

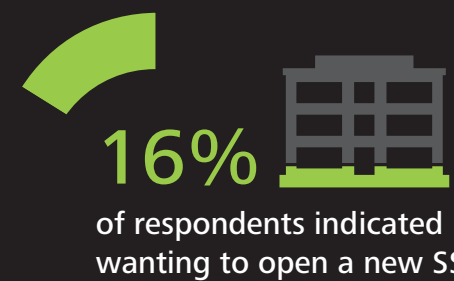
Respondents reported their organizations are getting quicker paybacks from their SSC investments, while others have not incorporated tax considerations as part of the strategy



of respondents did **not** incorporate tax into their strategic decision

Future of shared services

There will be an increase in growth of SSCs/GBS organizations and those organizations will prioritize and shift their focus towards growing their analytics capabilities



of respondents indicated wanting to open a new SSC



100%

of respondents indicated that shared methods and tools were the primary benefits of a GBS model



26%

of respondents reported that they will have a dedicated team to monitor the SSCs continuous improvement

#DeloitteSharedServices
www.deloitte.com/us/2015GSSsurvey

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