Deloitte.

Global Shared Services
2017 Survey Report

Key findings

Since 1999, Deloitte has conducted biennial surveys to understand how shared services centers (SSCs) are capitalizing on leading practices and trends to address their business challenges and better meet their customers' needs. This year's survey included 333 respondents from a wide range of industries, representing more than 1,100 shared services centers in total.

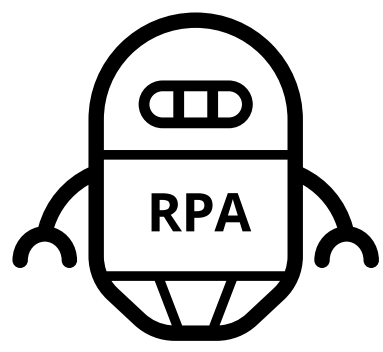
8%

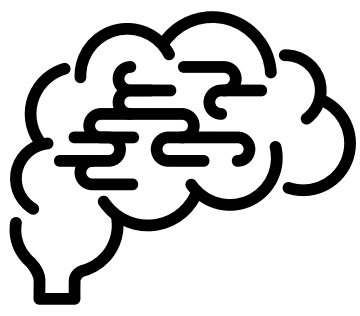
SSCs deliver greater value year after year

Productivity in shared services continues to improve on average by 8% annually, with 73% of respondents reporting increases of 5% or higher.

Rise of the robots

Robotic process automation (RPA) is a rapidly emerging technology that could transform shared services and global business services (GBS) by dramatically reducing the money and effort required for routine, labor-intensive tasks.





Knowledge, not just transactions

Adoption of more complex, knowledge-based processes among respondents has doubled—or in some cases even tripled—since 2013.

Expanding scope

Interest in shared services among respondents is rising sharply for a growing range of functions, not just Finance, HR, and IT.

Staying close to home

Proximity to existing operations or headquarters is becoming a higher priority for respondents.

Opting for opt-in

A growing number of organizations surveyed are using an opt-in model for shared services; however, a mandated approach remains more common.

72%

Global business services hit the wall

For surveyed organizations that do not currently use a global business services model, 72% do not plan to make the switch, and 4% tried and abandoned it.

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