2019 global shared services survey
Key trends and findings: From order taker to value maker.

Shared services organizations are becoming increasingly more global, complex, and digital as companies seek to provide nimble and efficient services, a better customer experience, and high-impact business outcomes. Deloitte’s 2019 global survey of shared services centers (SCC) are increasingly shifting from being a “provider of what they ask for” to a generator of tangible business value—especially as they begin to generate more strategic, and transaction-free functions like customer service, sales, and marketing support, and procurement.

SCCs are breaking new ground:

**Across Functions**

- 85% of shared services centers (SCC) are supporting more than three functions.
- 50% are supporting more than five functions.
- 30% are supporting more than seven functions.
- 20% are supporting more than ten functions.
- 10% are supporting more than 12 functions.

**Across geographies**

- 11% of SCCs in Asia-Pacific.
- 25% of SCCs in Europe.
- 30% of SCCs in the Americas.
- 37% of SCCs in the Middle East and Africa.
- 44% of SCCs in the UK.
- 55% of SCCs in Germany.
- 60% of SCCs in France.
- 65% of SCCs in Belgium.
- 70% of SCCs in Spain.
- 75% of SCCs in Italy.
- 80% of SCCs in the Netherlands.
- 85% of SCCs in Switzerland.
- 90% of SCCs in Norway.
- 95% of SCCs in Sweden.
- 100% of SCCs in Denmark.

**Areas of impact**

- **Beyond cost savings:** Beyond cost savings objectives, more than 80% of SCC leaders in 2019 say they are focusing on increasing the number of customers in SCCs within five years.
- **Beyond transactions:** Beyond transactional functions, more than 70% of SCC leaders in 2019 say they are focusing on increasing the number of customers in SCCs within five years.

**SCC governance models are getting more strategic, with multifunctional models such as global business services (GBS) on the rise.**

- 28% of SCC leaders in 2019 report to a GBS leader as opposed to a functional leader, a 25% increase from 2017.
- 52% of organizations consider their collection of SCCs to be part of global business services (GBS) organization.
- More than 80% of SCC leaders say the most important considerations when making decisions around SCC and GBS strategy and investment are.

**In this environment of expanded reach and value, payback periods are decreasing.**

- 80% of respondents recovered their investment of a new SCC implementation within first three years, 50% within two years.

**How do respondents use the savings generated by SCC productivity improvements?**

- 10% Invest in talent development
- 14% Invest in process improvements
- 20% Invest in technology
- 49% Reduce cost to business
- 4% Improve facilities
- 3% Other

**Rapid adoption of digital technologies positions SCCs for even greater efficiency and impact.**

- 80% of respondents agree or strongly agree that increasing digital capabilities will enable faster and more efficient service delivery.
- 76% are highly developed digital strategy by SCCs.
- 62% of leaders expect to achieve the most in digital technology over the next 5 years.
- 50% plan to significantly increase use of robotics in the next 5 years.
- 45% plan to significantly increase focus on digital experience.

**And an increased focus on the workforce is driving new strategic decision making.**

- A trend is to make investments that are indicators of commitment to people in the workplace.
- 80% of respondents agree that companies that value their workforce will be more successful.
- 75% of respondents agree that companies that value their workforce will be more successful.
- 70% of respondents agree that companies that value their workforce will be more successful.
- 65% of respondents agree that companies that value their workforce will be more successful.
- 60% of respondents agree that companies that value their workforce will be more successful.
- 55% of respondents agree that companies that value their workforce will be more successful.
- 50% of respondents agree that companies that value their workforce will be more successful.
- 40% of respondents agree that companies that value their workforce will be more successful.
- 30% of respondents agree that companies that value their workforce will be more successful.
- 20% of respondents agree that companies that value their workforce will be more successful.

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