

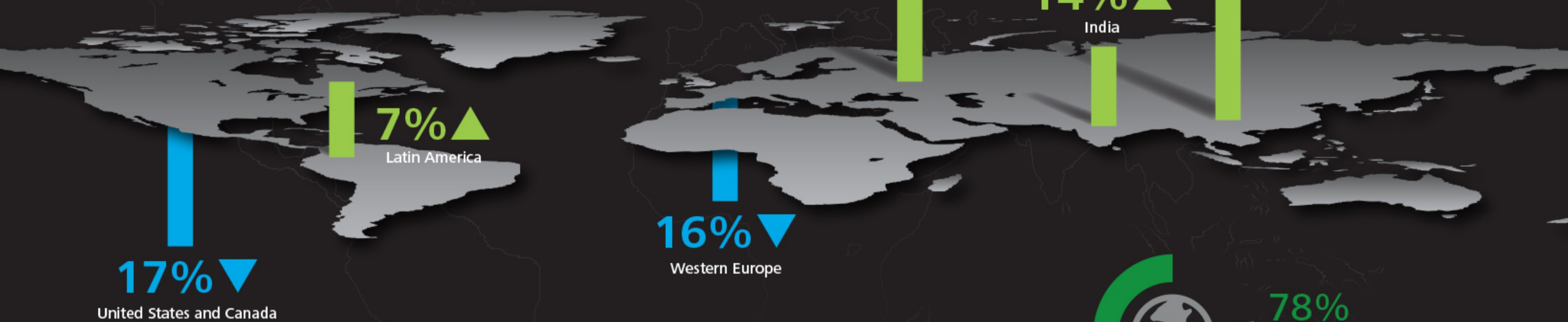
A new world of business

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

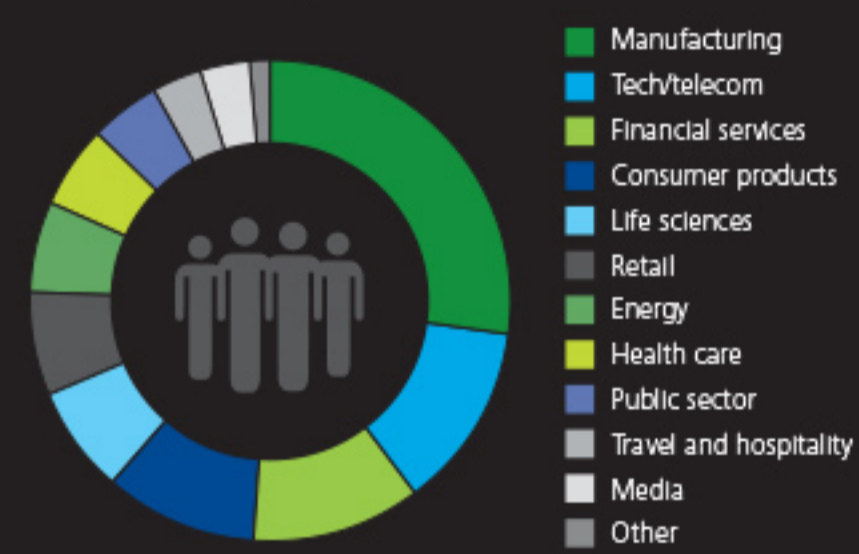
Geography trends

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



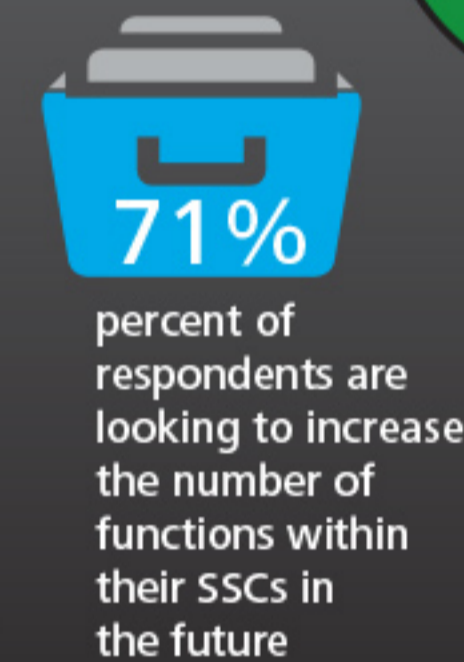
Scope

Respondents reported that the majority of SSCs are multi-function. The top functions in an SSC environment are consistent across functions.



Top 3 functions

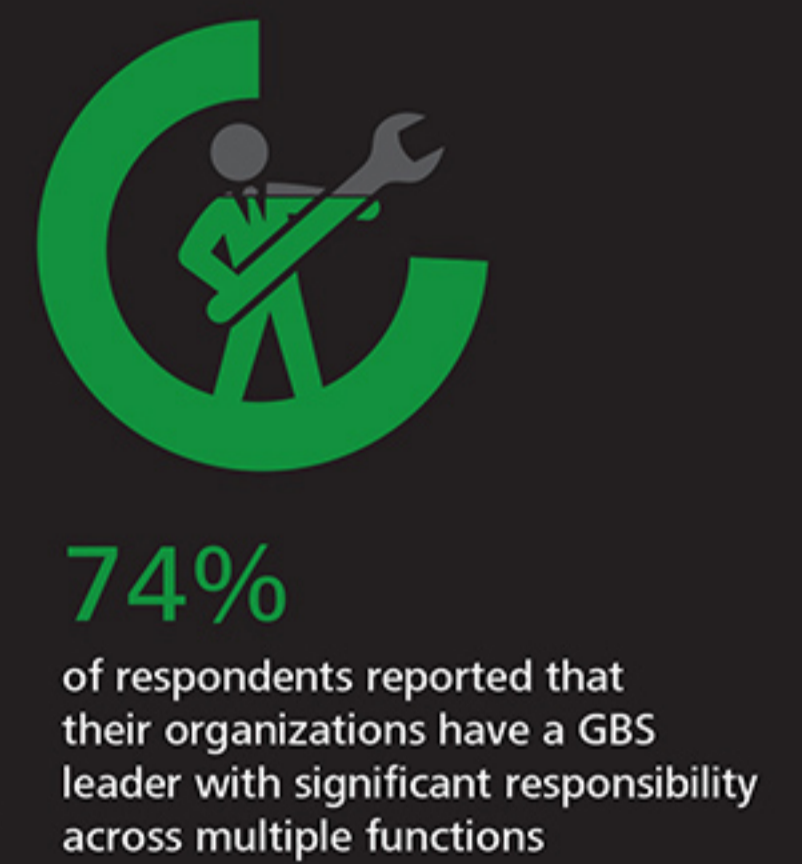
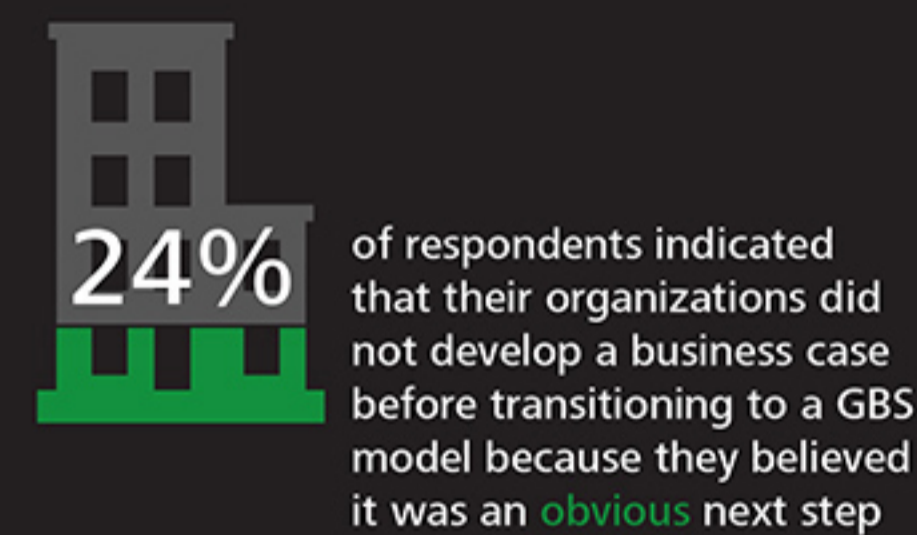
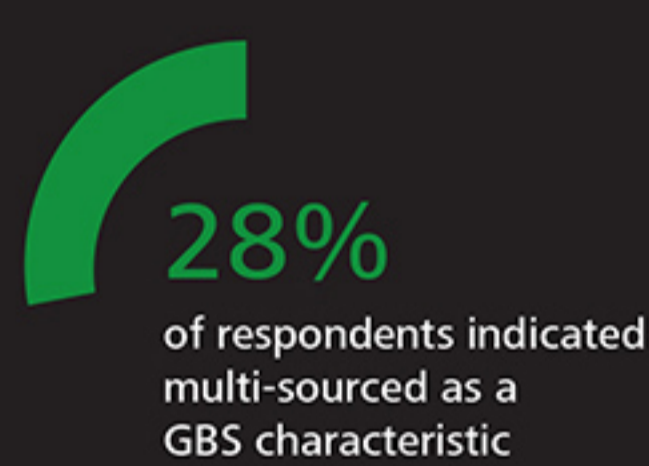
- Finance
- Human Resources
- Information Technology



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

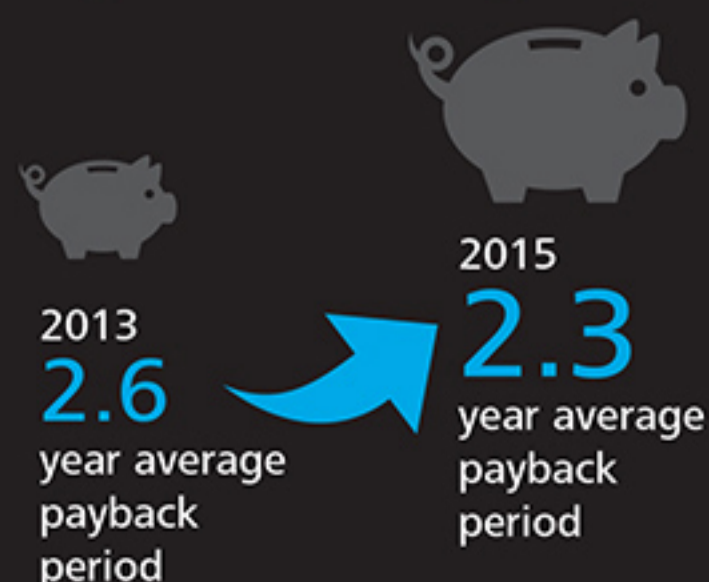


Journey and value

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



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



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



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