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

A significant number of value-added capabilities are being incorporated:

**Capabilities that organizations have implemented:**
- **56%** have implemented automation, and 33% are planning to implement automation
- **56%** have implemented process excellence, and 27% are planning to implement process excellence
- **58%** have implemented reporting, and a further 30% are planning to implement reporting

**Capabilities that organizations are planning to implement:**
- **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**
- **RPA**
- **Global standard process**
- **Single-instance ERP**
- **Analytics reporting**
- **Innovation culture**
- **Self-service**

Investing in talent and diversity

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

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

Bottom of the list, and down from 2019 survey

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

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