



**Shared services centres (SSCs) deliver greater value year after year.** This year, 73 percent of respondents reported shared services productivity increases of 5 percent or higher, up from 70 percent in 2015.



**Knowledge-based processes are on the rise.** Although transactional processes remain predominant at SSCs, adoption of more complex, knowledge-based processes has doubled or in some cases, tripled since 2013.



**Functional scope continues to expand.** The number of SSCs with more than three functions continue to rise dramatically, from 20 percent in 2013, to 31 percent in 2015, and now 53 percent in 2017.



**Here come the robots.** Robotic process automation is a rapidly emerging technology that will fundamentally change how SSCs operate, slashing the effort for routine tasks and enabling advanced cognitive applications that augment or replace human judgement in knowledge-based processes.



**Proximity matters more than ever.** While cost remains a top priority when establishing or relocating SSCs, organisations are increasingly emphasising proximity to existing operations or headquarters.



**Lift-and-shift is the favoured migration approach.** Most organisations opt for higher speed and lower risk by moving activities to an SSC As-Is, rather than simultaneously trying to standardise processes and implement new systems.



**Global business services face pushback.** While there is still significant movement toward a global business services (GBS) model, 72 percent of organisations not currently using GBS do not plan to make the shift, and 4 percent tried GBS but switched back.