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

71% percent of respondents are looking to increase the number of functions within their SSCs in the future.

78% of SSCs provide services for one or more continents.

United States and Canada: 17%
Western Europe: 16%
Latin America: 7%
Eastern Europe: 25%
India: 14%
Asia-Pacific: 42%

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.

Journey and value
Respondents indicated a strong preference to 'lift and shift' processes on the journey to a SS environment. 61% of respondents standardized processes after moving to an SSC.

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. 28% of respondents indicated multi-sourced as a GBS characteristic. 74% of respondents reported that their organizations have a GBS leader whose responsibilities span across a multitude of areas such as continuous improvement and global process ownership. 24% of respondents indicated that their organizations did not develop a business case before transitioning to a GBS model because they believed it was an obvious next step. 74% of respondents reported that their organizations have a GBS leader with significant responsibility across multiple functions.

13% of respondents followed a 'big bang' approach by standardizing processes and simultaneously changing technologies during the move to SSCs.

Respondents reported their organizations are getting quicker paybacks from their SSC investments, while others have not incorporated tax considerations as part of the strategy. 16% of respondents indicated wanting to open a new SSC. 26% of respondents reported that they will have a dedicated team to monitor the SSCs continuous improvement.

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

2013
2.6 year average payback period

2015
2.3 year average payback period

30% of respondents did not incorporate tax into their strategic decision.

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