

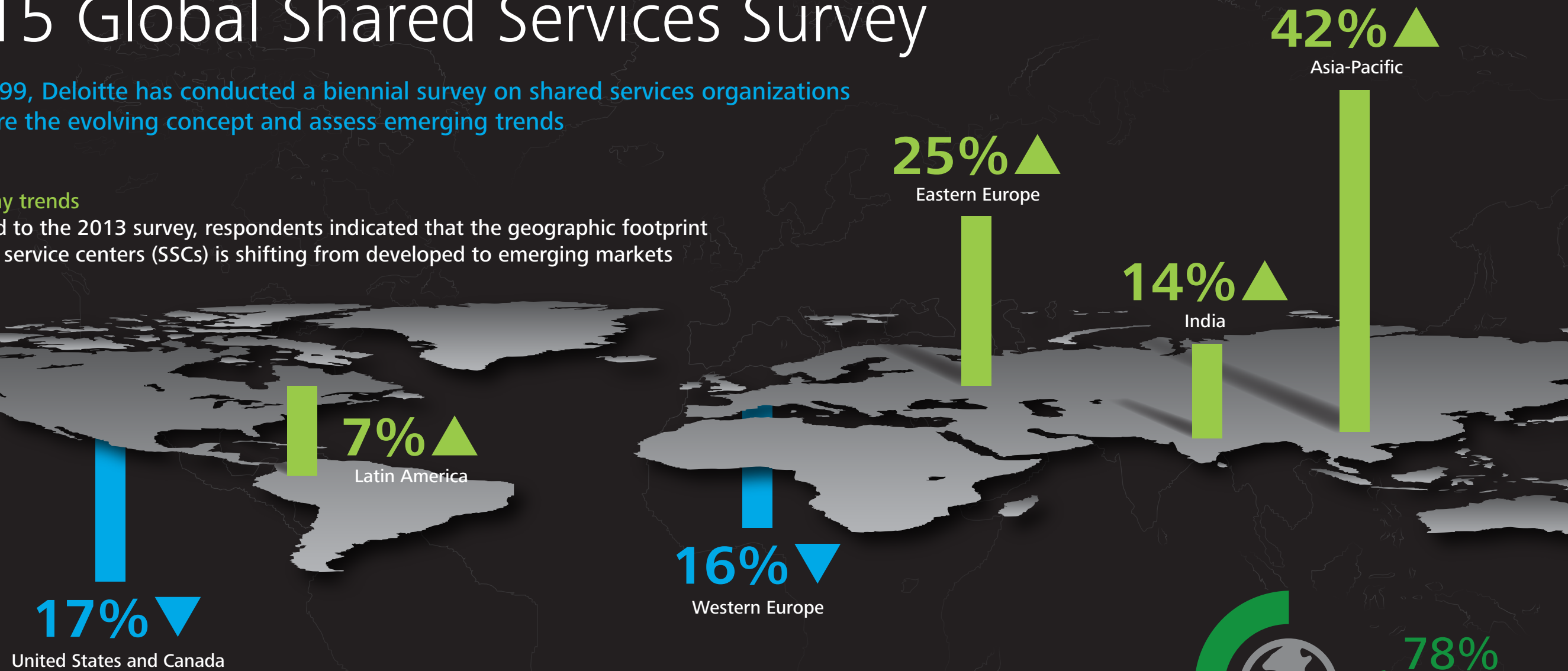
# A new world of business

## 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

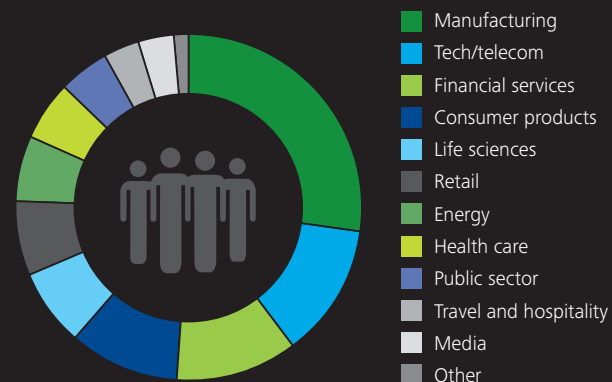
### Geography trends

Compared to the 2013 survey, respondents indicated that the geographic footprint of shared service centers (SSCs) is shifting from developed to emerging markets



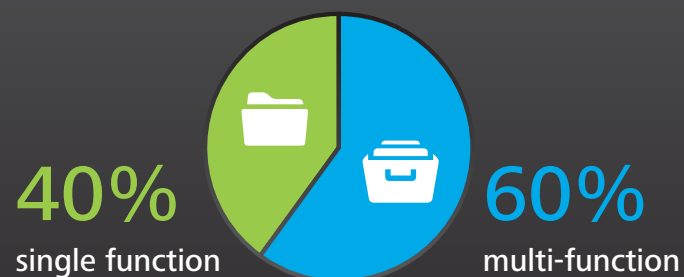
### Respondent demographics

#### Industries represented



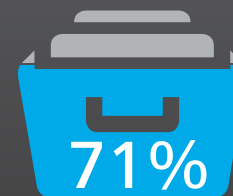
### Scope

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



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

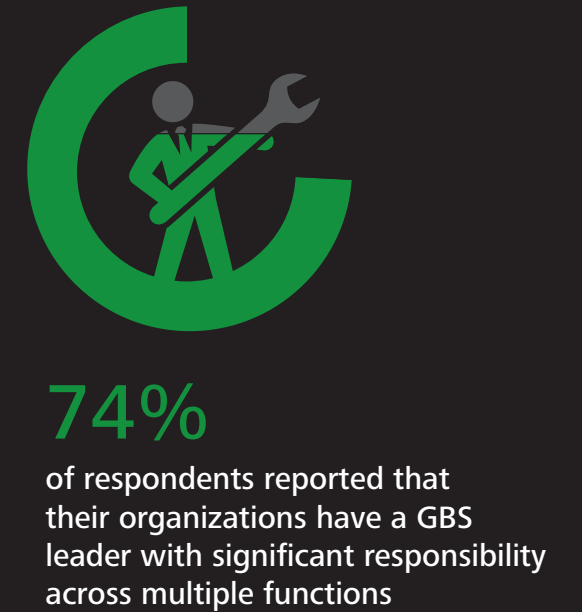
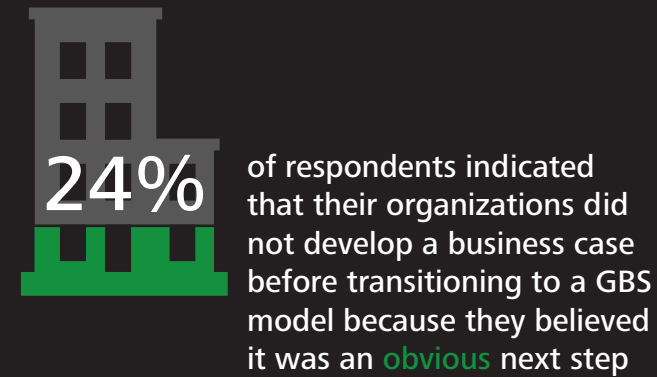
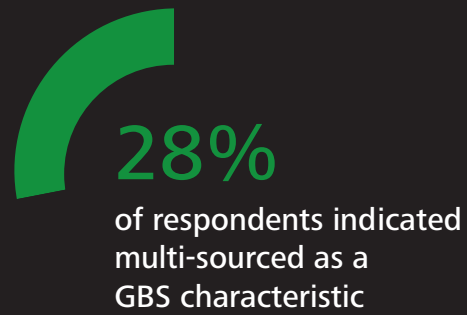


78% of SSCs provide services for one or more continents

**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

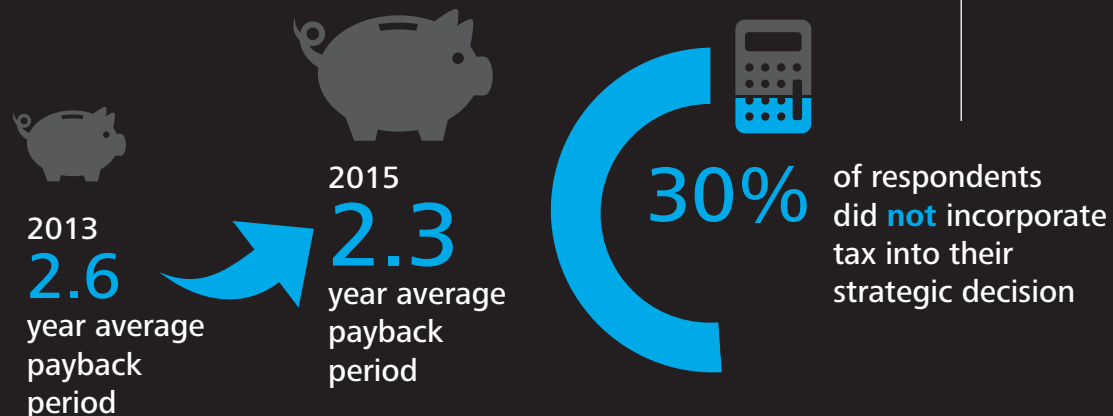


### Journey and value

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

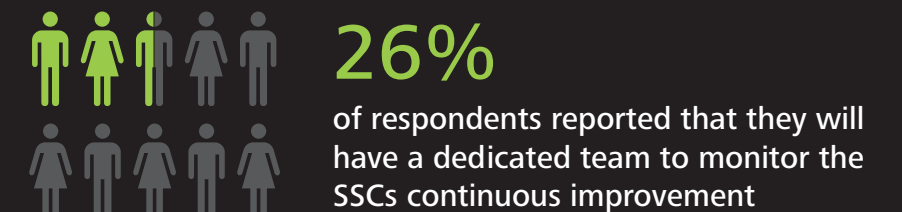
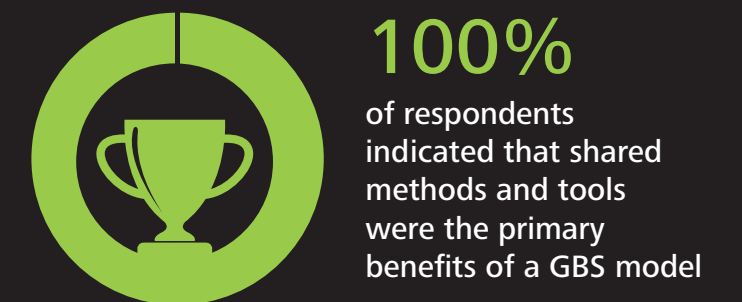
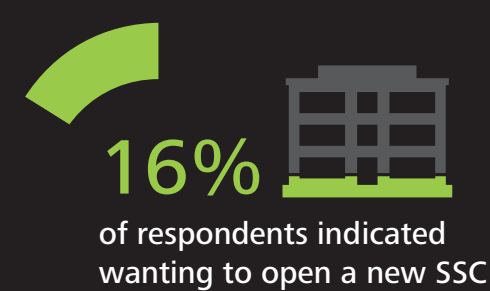


Respondents reported their organizations are getting quicker paybacks from their SSC investments, while others have not incorporated tax considerations as part of the strategy



### 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](http://www.deloitte.com/us/2015GSSsurvey)

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