Top objectives identified and achieved by GBS organizations:

- **Cost Reduction (83%)**
- **Standardization & efficiency of processes (82%)**
- **Developing capabilities (70%)**
- **Driving Business Value (59%)**
- **Reducing Risk (58%)**

Key themes for this year’s survey

**GBS continues to focus on cost reduction as a priority**

**Cost Reduction (84%)**

**Standardization & efficiency of processes (88%)**

**Developing capabilities (59%)**

**Driving Business Value (73%)**

**Reducing Risk (41%)**

**GBS is going digital**

- **Implemented automation (59%)**
- **Implemented single-instance ERP (47%)**
- **Implemented case management/workflow tool (45%)**
- **Implemented centralized analytics reporting & performance dashboards (28%)**
- **Implemented global standard processes (28%)**

**GBS is playing a key role in ESG**

- **Promoting social responsibility & diversity (67%)**
- **Supporting a broad range of ESG goals such as ESG reporting (59%)**
- **Contributing to the Net Zero ecological environment ambition (44%)**
- **Creating seamless transparency on ethical compliance of its in-/external E2E supply chain (39%)**

**GBS organizations change reporting lines as they mature**

- **Led by Head of GBS (39%)**
- **Led by functional leaders (36%)**
- **Led by CXOs (25%)**
- **Mature GBS organizations (>7 years) are reporting into a GBS leader (40%)**
- **Newer GBS organizations (1-3 years) are reporting into a CXO (33%)**
- **Organizations being led by CFOs (23%)**

**Organizations are equipping their GBS with capabilities**

- **Implemented process excellence & continuous improvement (71%)**
- **Implemented reporting & analytics (55%)**
- **Implemented end-to-end process ownership (53%)**
- **Planning to implement business process mining and mapping (47%)**
- **Planning to implement customer experience & user centric design (37%)**
- **Planning to implement reporting & analytics (36%)**

**GBS is building agile and resilient talent models**

- **Expanded work from home capabilities (66%)**
- **Digital agenda acceleration (46%)**
- **Flexible work hours (44%)**
- **Upskilling opportunities (58%)**
- **Well-being opportunities (57%)**
- **Market-adjusted compensation (54%)**

Post-COVID trends in GBS suggest that organizations are reprioritizing their talent strategy to focus on:

- **Expanded work from home capabilities (66%)**
- **Digital agenda acceleration (46%)**
- **Flexible work hours (44%)**
- **Upskilling opportunities (58%)**
- **Well-being opportunities (57%)**
- **Market-adjusted compensation (54%)**

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