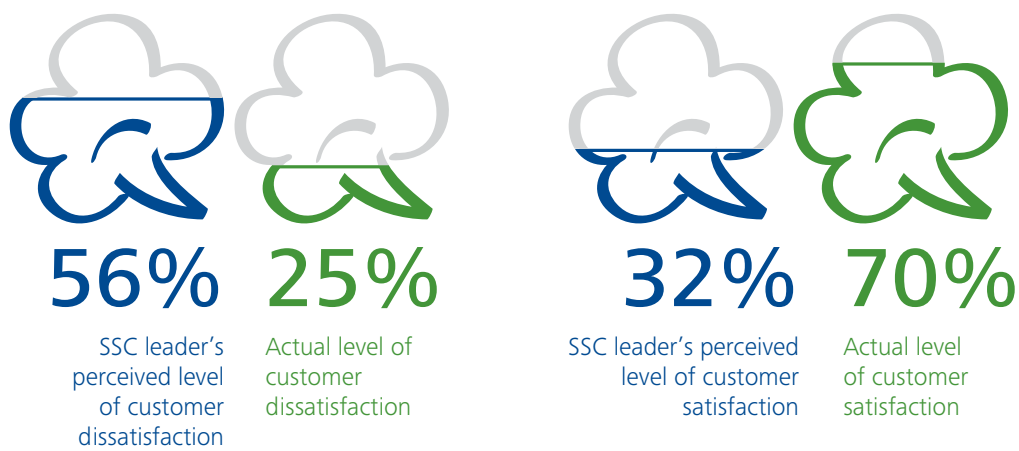


## Shared services center customer perceptions Getting recognition for what you do

Key insights from Deloitte's 2014 Voice of the Customer and Voice of the Shared Services Leader surveys

### Perception of dissatisfaction

Shared services center (SSC) leaders tend to hold an overly pessimistic view of their customers' actual satisfaction rates.



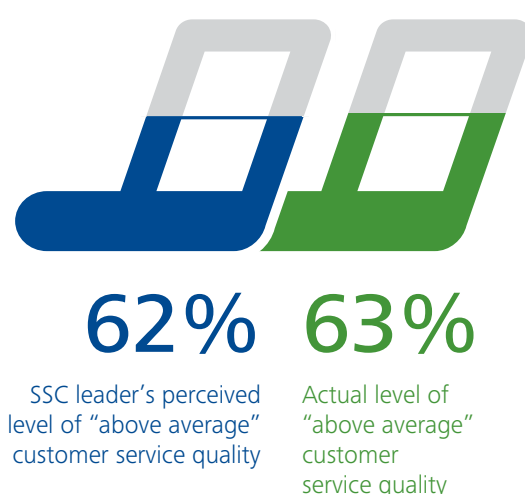
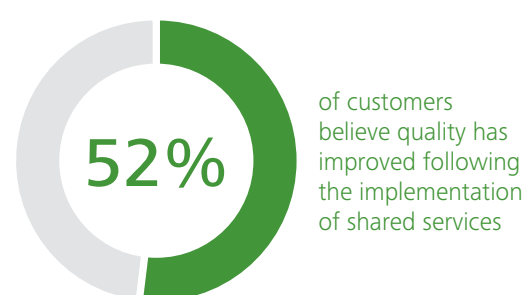
### Perception of service value

SSC leaders generally assume their customers have a higher level of satisfaction for the value of SSC services.



### Quality perception

SSC leaders and SSC customers share positive views of service quality.



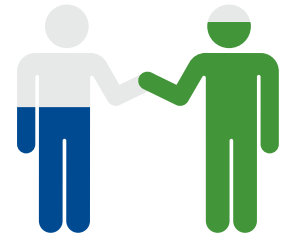
## Service management

Meaningful customer engagement is the key to delivering consistently high levels of customer satisfaction.

75% "Above average" customer satisfaction level with a survey



25% "Above average" customer satisfaction level without a survey



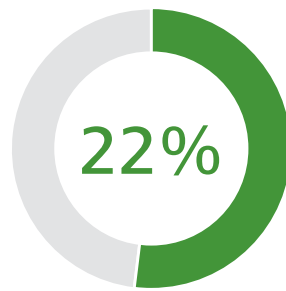
58% 93%

SSC cost control "average" or higher level without GPO

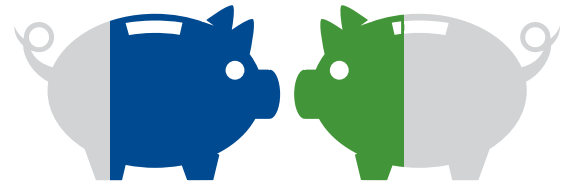
SSC cost control "average" or higher level with a GPO

## Cost perception

About half of customers reported they were highly satisfied with SSC effectiveness in controlling overall costs.



22% of customers believe costs have increased since the implementation of shared services



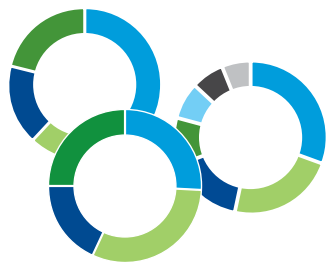
76% 48%

SSC leader's perceived level of "very satisfactory" shared services ability to control costs

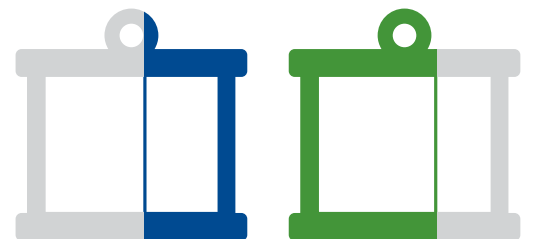
Actual level of "very satisfactory" customer perception of the ability of shared services to control costs.

## Perception of metrics

Customers surveyed about metrics are generally more satisfied with the information provided.



3-5 is the preferred number of metrics per category



46% 65%

of non-surveyed customers rate the metrics value as "effective"

of surveyed customers rate the metrics value as "effective"

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