

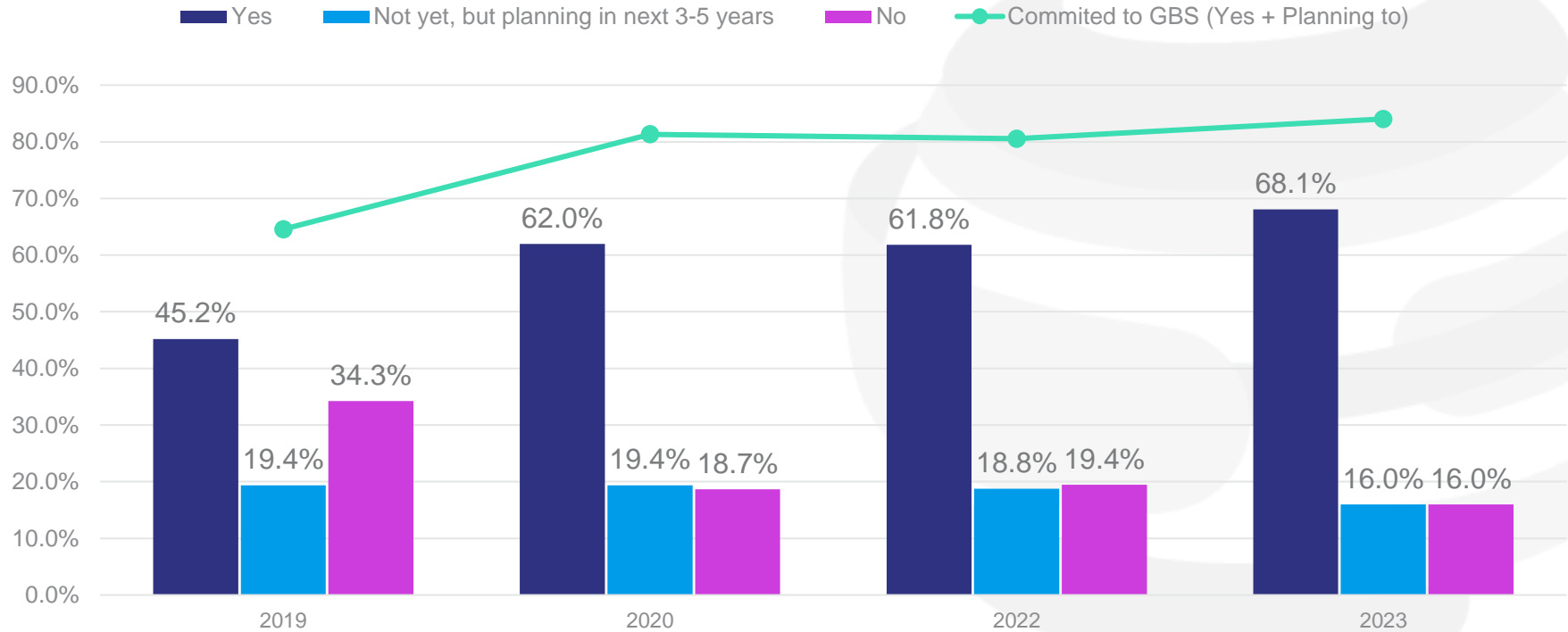


Shared Services State of the Industry 2024 Trends

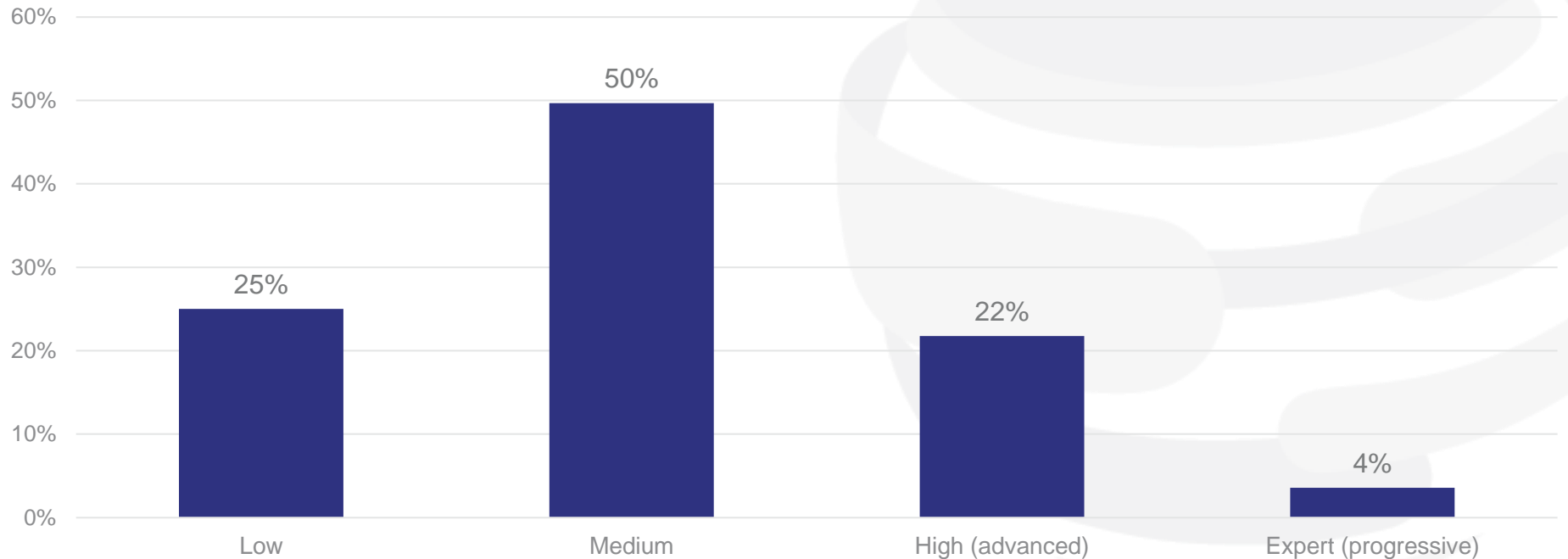
Prepared for the Shared Services Forum, February 8, 2024

Barbara Hodge, Global Editor, SSON Research & Analytics

Do you operate as a GBS?

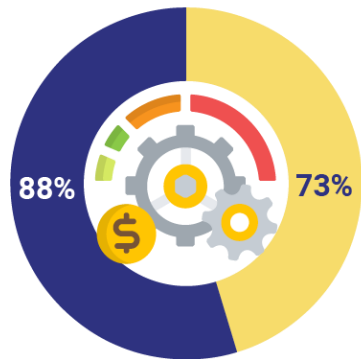


What do you perceive your SSO/GBS overall maturity level to be – considering sourcing model, scope, automation, strategic alignment & talent?

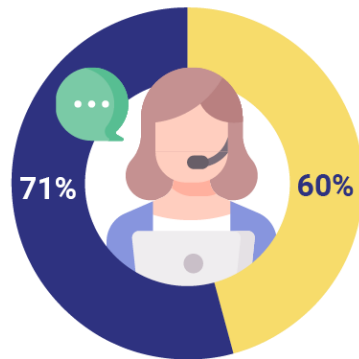


WHAT ARE YOUR SSO/GBS STRATEGIC TARGETS IN GENERAL?

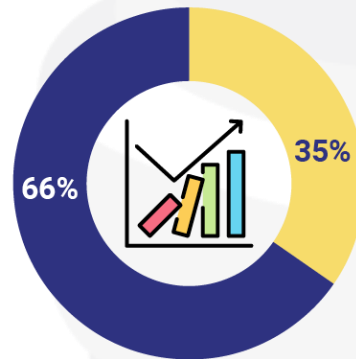
● 2023 ● 2022



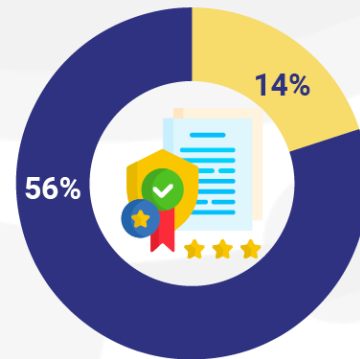
Cost/efficiency



Service excellence

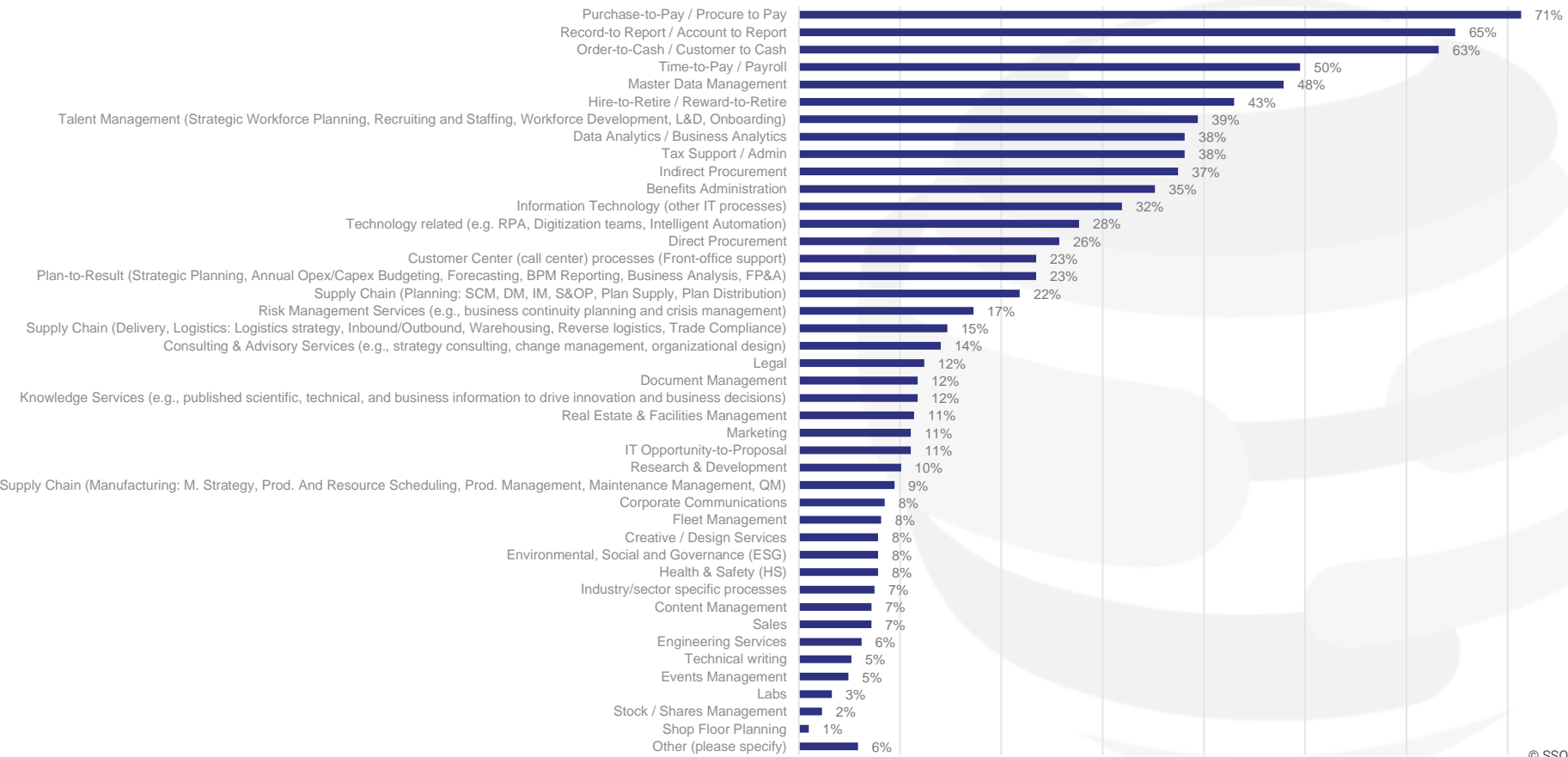


Effectiveness



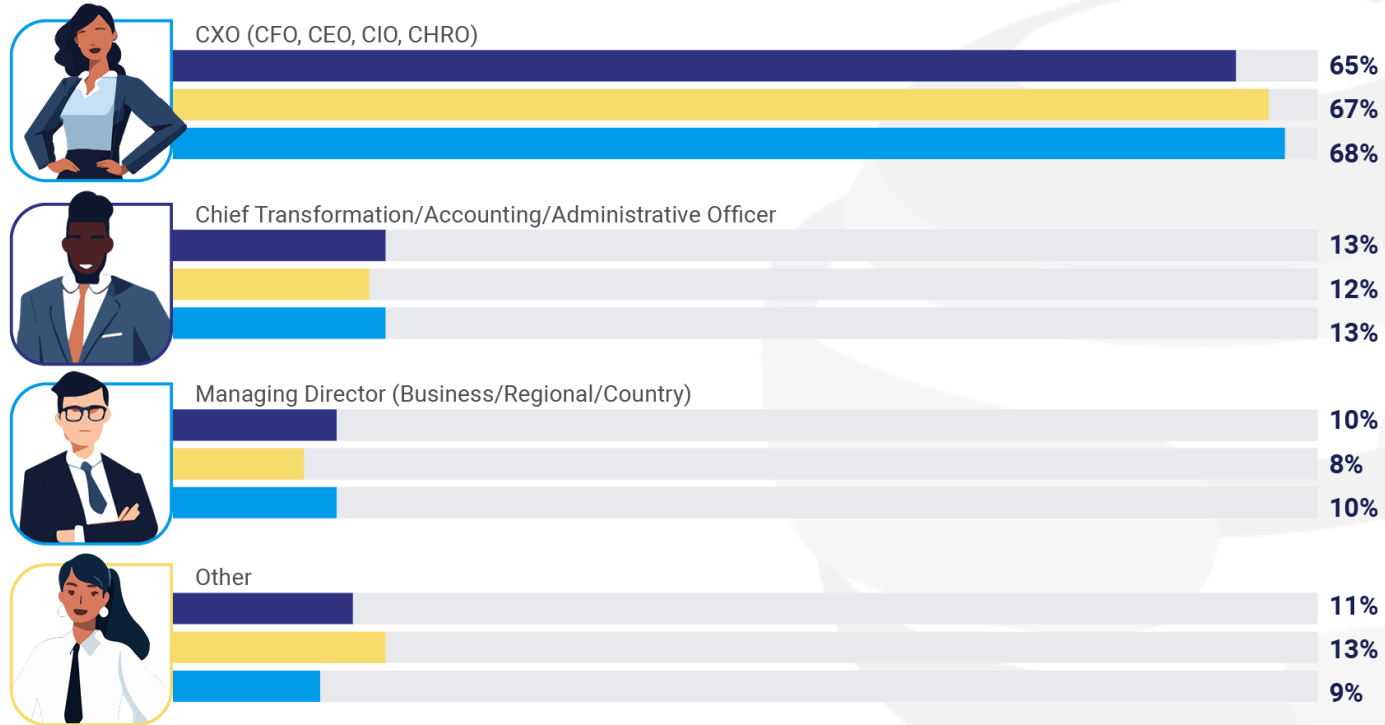
Compliance

Which of the below listed services/functions does your SSO/GBS provide?



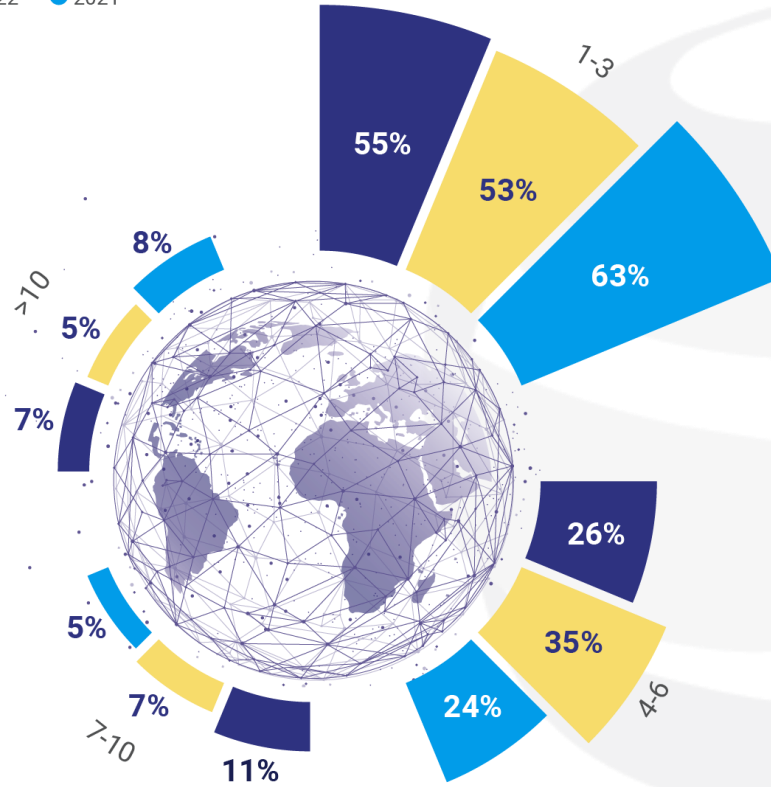
WHOM DOES THE SHARED SERVICES/GBS OPERATION REPORT TO?

● 2023 ● 2022 ● 2021

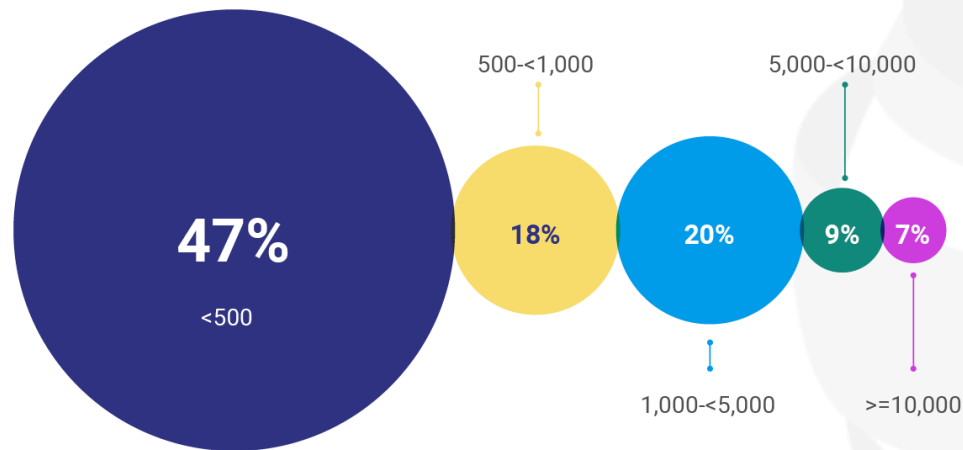


HOW MANY SHARED SERVICES / GBS CENTERS DOES YOUR ORGANIZATION RUN GLOBALLY?

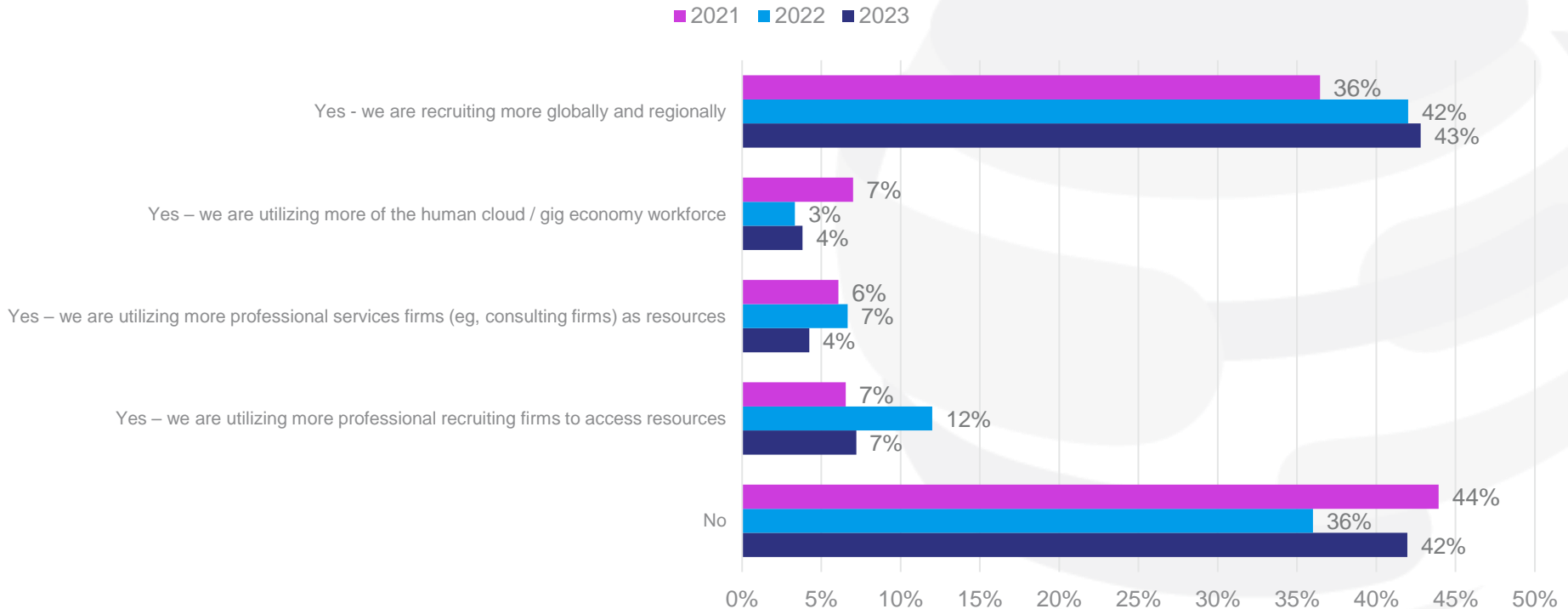
● 2023 ● 2022 ● 2021



WHAT IS THE TOTAL NUMBER OF SSO/GBS STAFF (CAPTIVE & OUTSOURCED) ACROSS YOUR ENTIRE SSO/GBS ORGANIZATION (ALL GLOBAL LOCATIONS)?



Has your recruiting strategy changed as a result of future of work (FOW) trends over recent years?

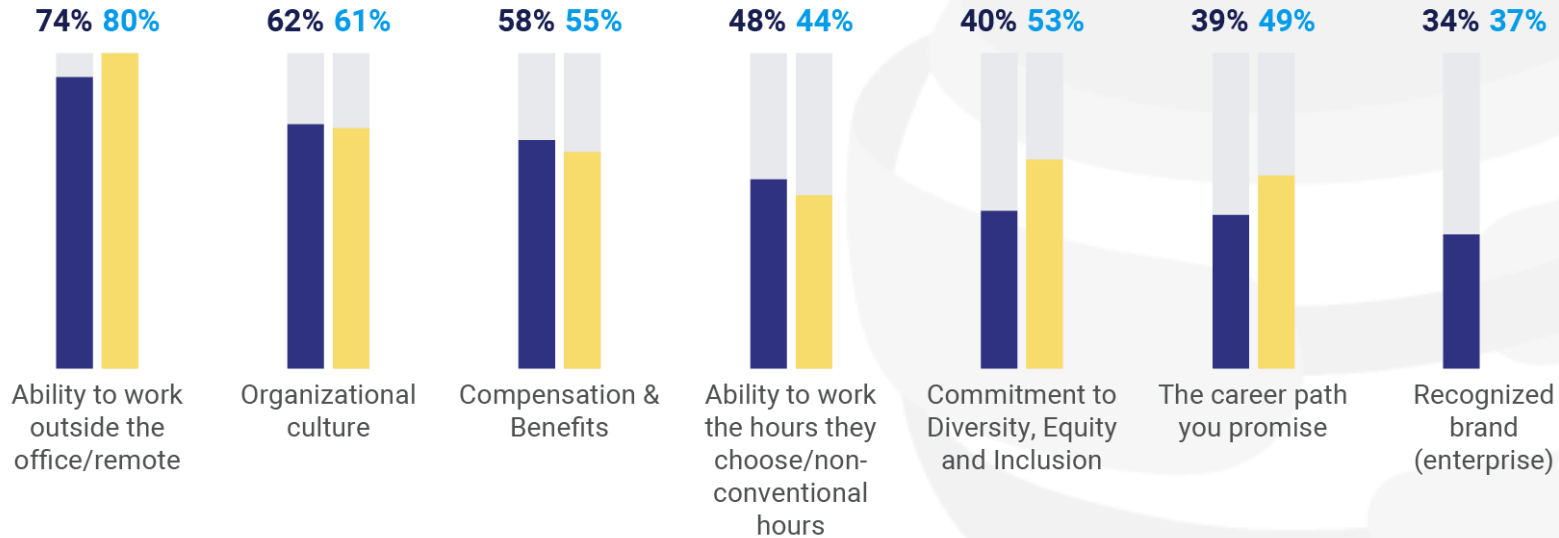


WHAT EFFORTS ARE YOU MAKING TO ATTRACT TALENT IN GENERAL?



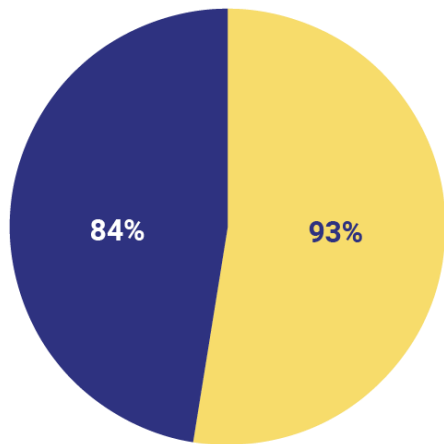
WHAT ARE THE KEY ELEMENTS GEN Z ARE LOOKING FOR? WHAT MOTIVATES THIS DEMOGRAPHIC?

● 2023 ● 2022

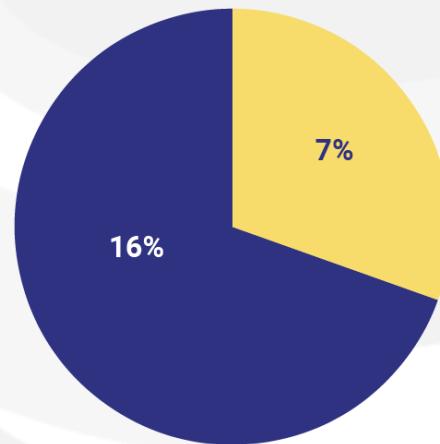


RETAINING THIS YOUNGER DEMOGRAPHIC IS PROVING CHALLENGING. REALISTICALLY, BASED ON YOUR EXPERIENCE, HOW LONG DO YOU THINK THEY WILL STAY?

● 2023 ● 2022

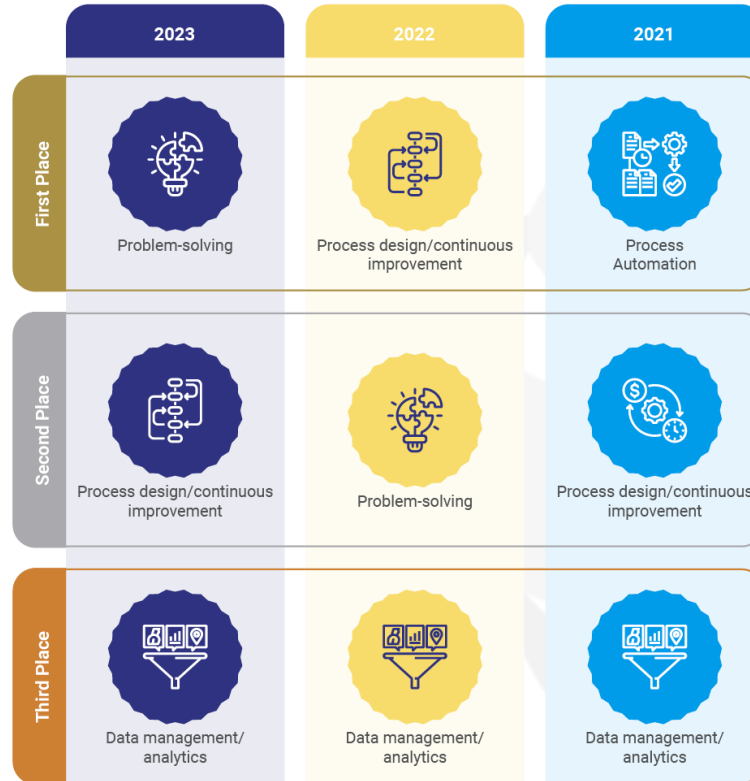


3 years or less

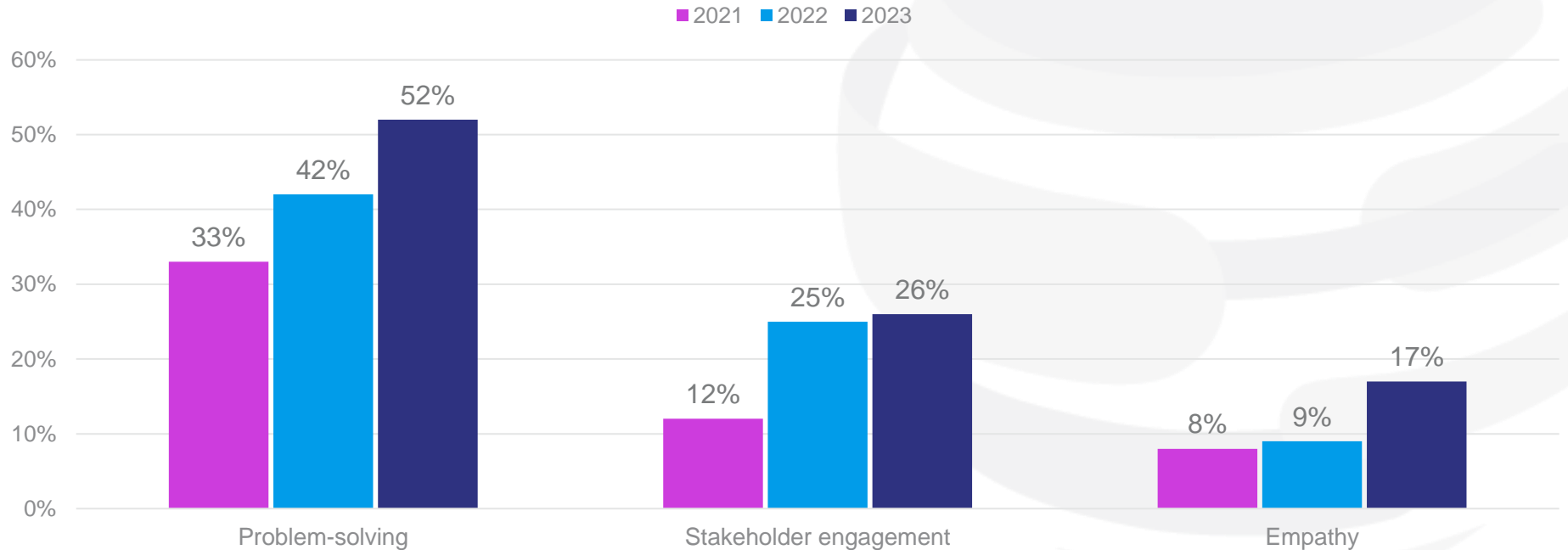


>3 years

WHAT ARE THE TOP 3 SKILLS YOU ARE PRIORITIZING RIGHT NOW, IN TERMS OF RECRUITMENT AND TRAINING?



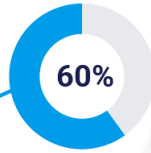
What are the top skills you are prioritizing in terms of recruitment and training?



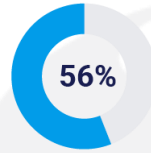
WHAT APPROACHES HAVE BEEN MOST EFFECTIVE IN ACHIEVING PROCESS OPTIMIZATION?

60%

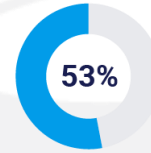
Skills & Capabilities of People



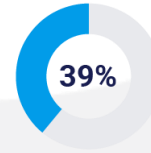
Skills & Capabilities of People



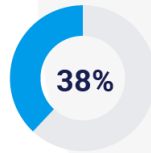
Tools & Solutions



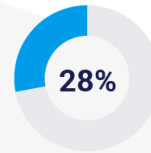
Ability to overcome silos (i.e., optimizing end-to-end)



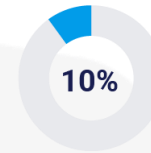
SSO/GBS mandate



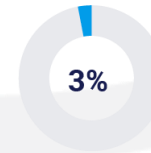
Company culture



Methodology

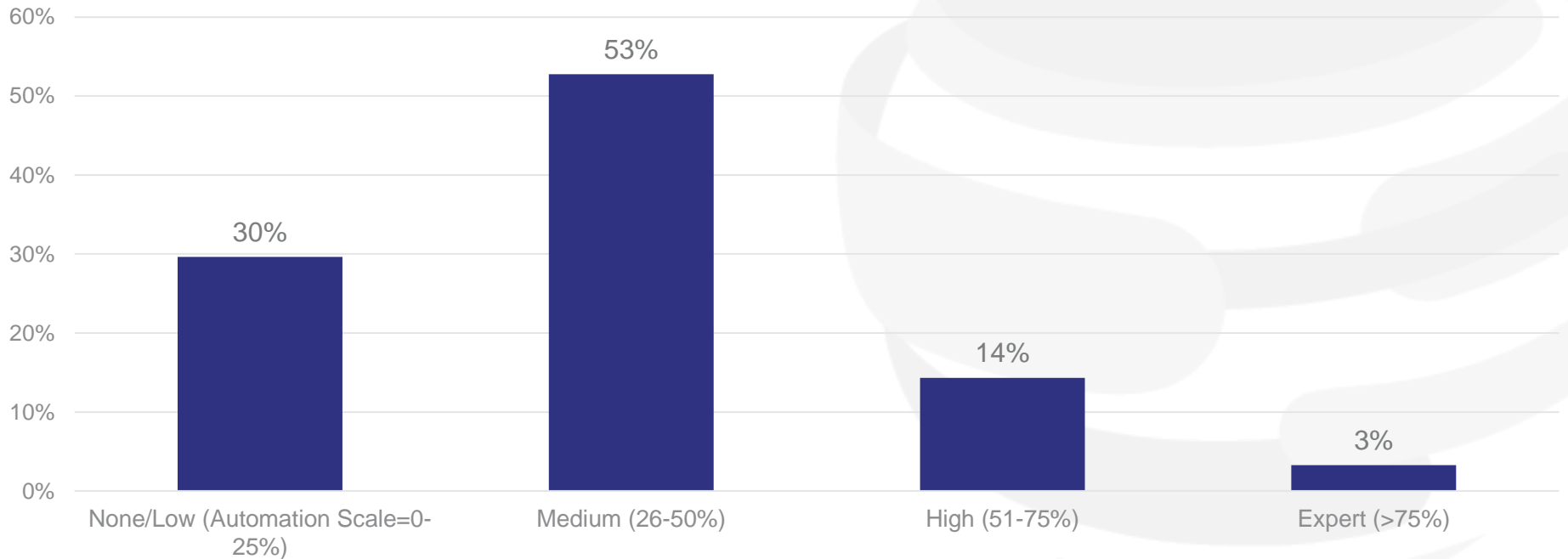


Legal & Regulatory requirements



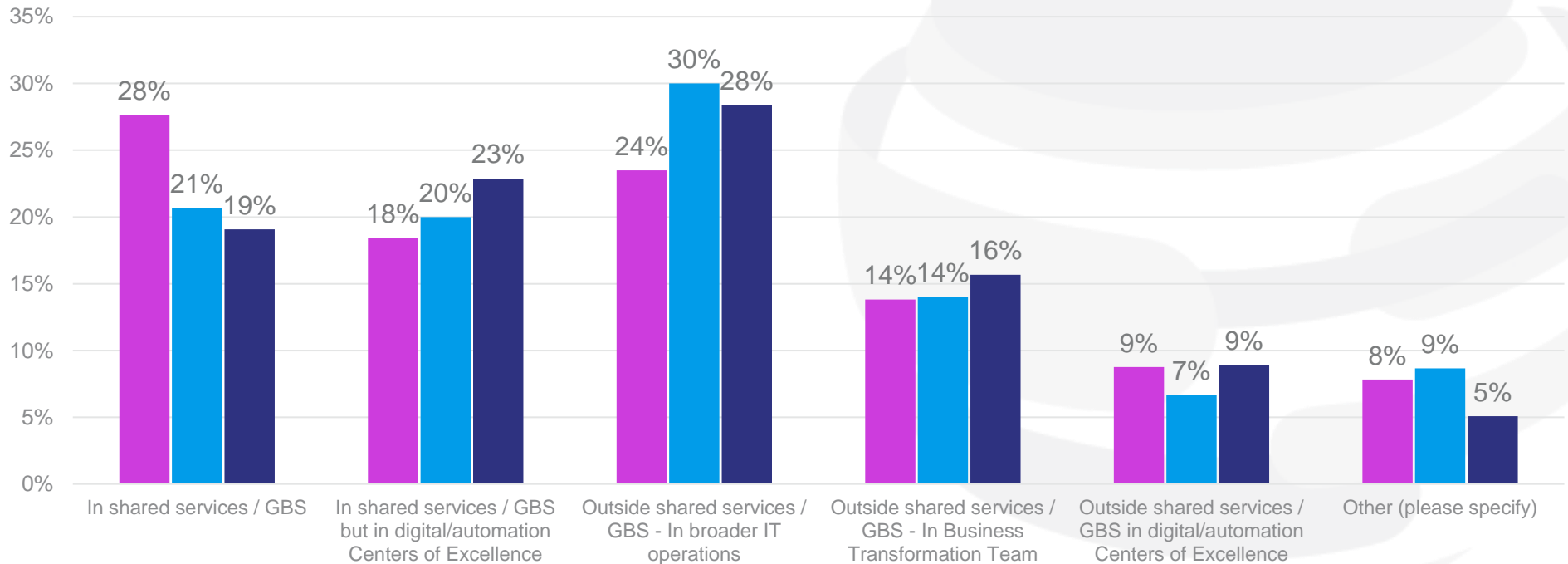
Other

What do you perceive your SSO/GBS overall automation level to be?

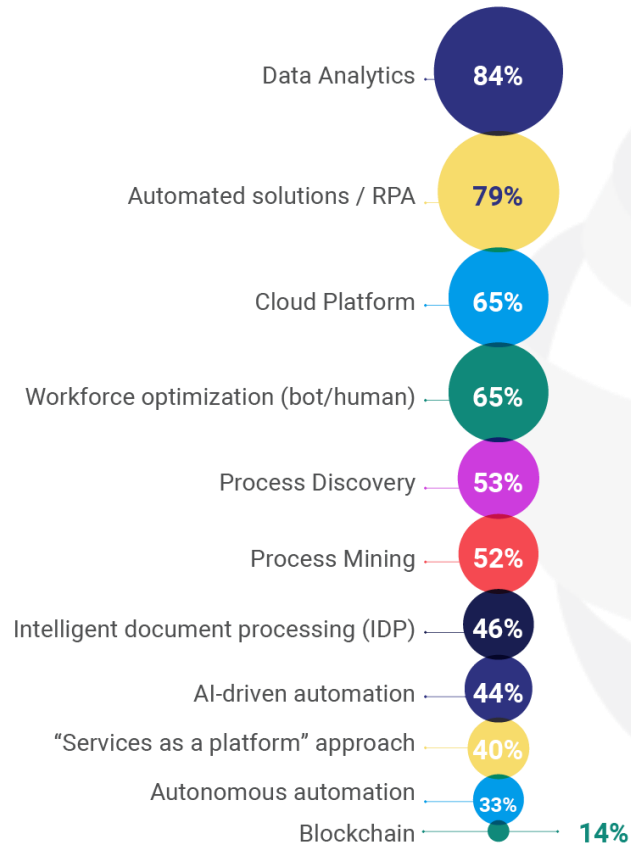


Where do enterprise digitization projects reside?

■ 2021 ■ 2022 ■ 2023

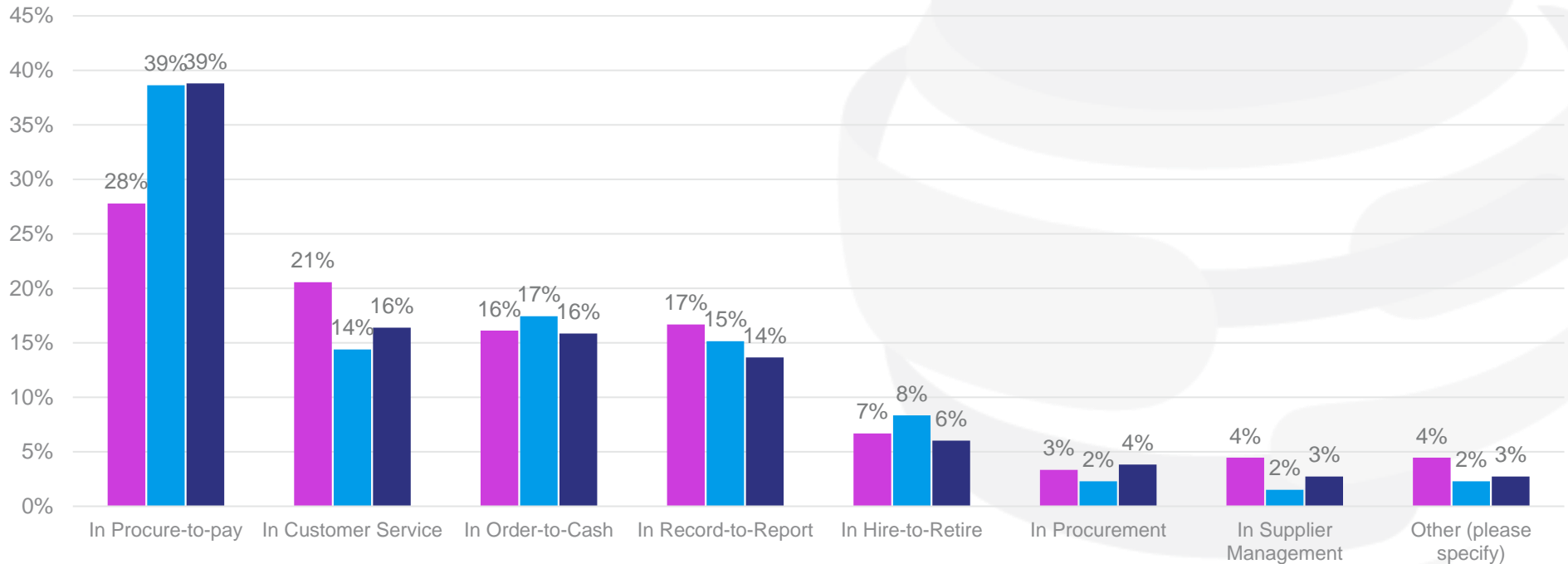


HOW ARE THE BELOW TOOLS PRIORITIZED IN YOUR SSO/GBS?

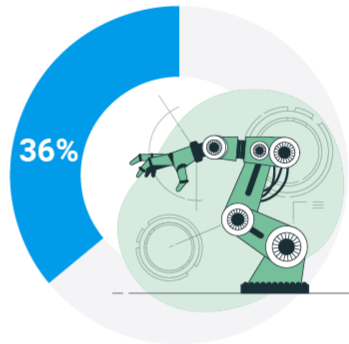


Where have you seen the most successful use case for intelligent automation to date?

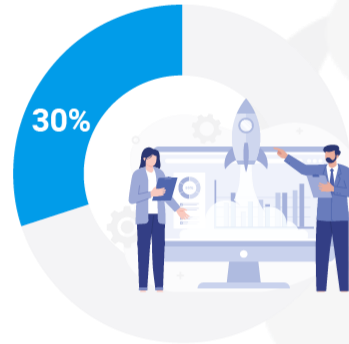
2021 2022 2023



WHAT ARE THE TOP 3 TECHNOLOGY INVESTMENT PRIORITIES IN THE NEXT YEAR?



Robotic Process Automation (RPA)

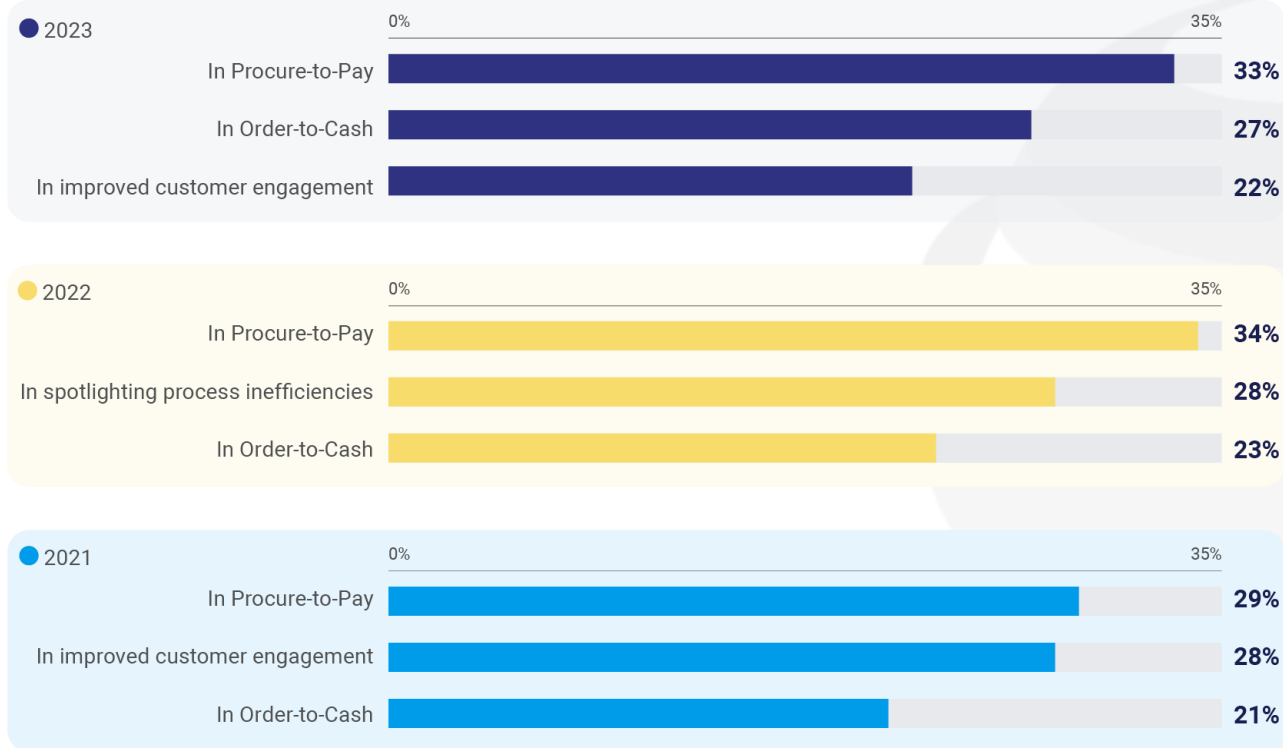


Analytics Tools

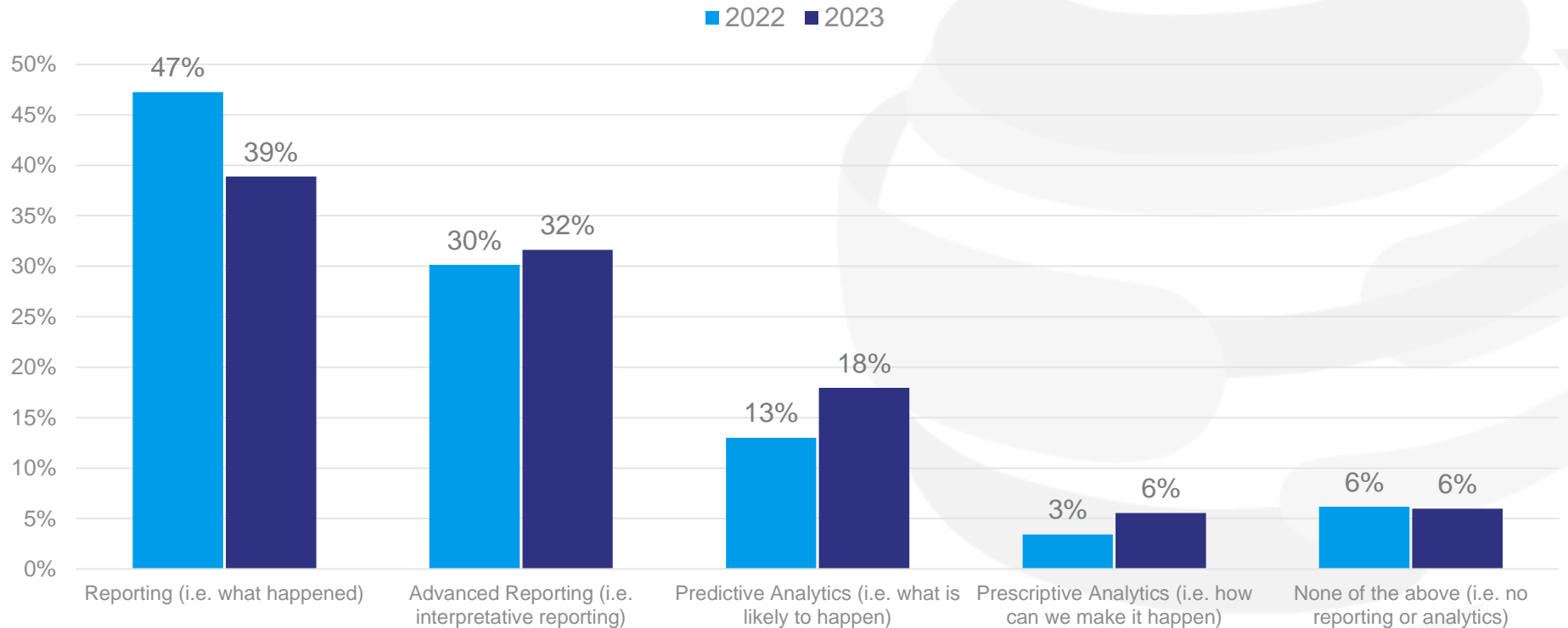


ERP Platform

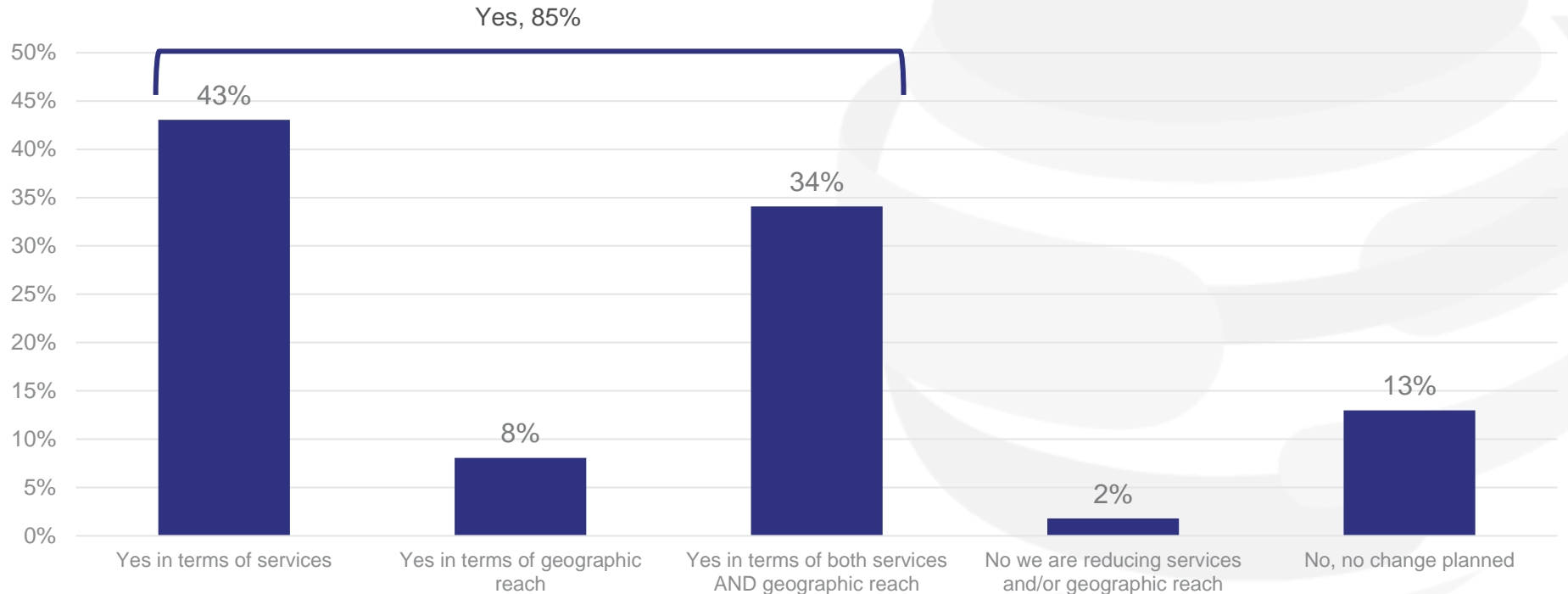
REGARDING DATA ANALYTICS, WHERE HAVE YOUR BIGGEST WINS BEEN TO DATE?



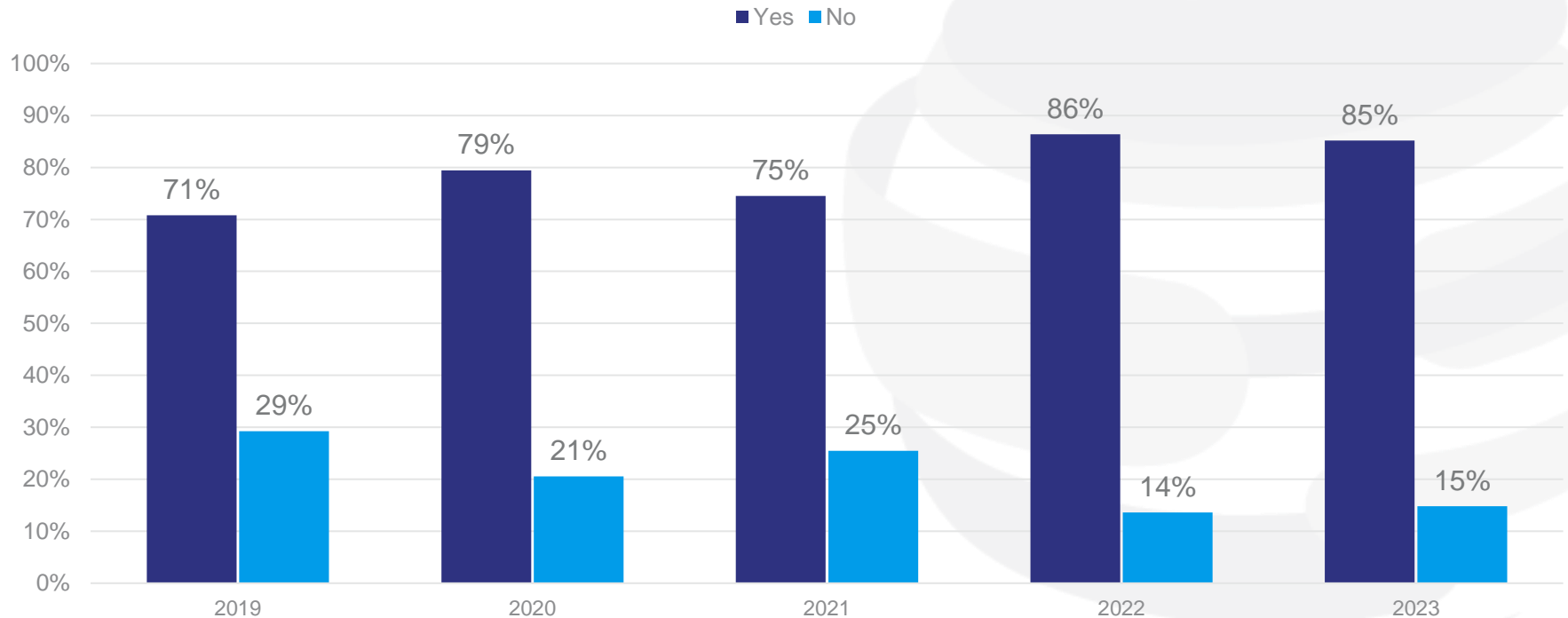
What best reflects the maturity of your analytics implementation?



Are you planning to expand your scope of work next year?



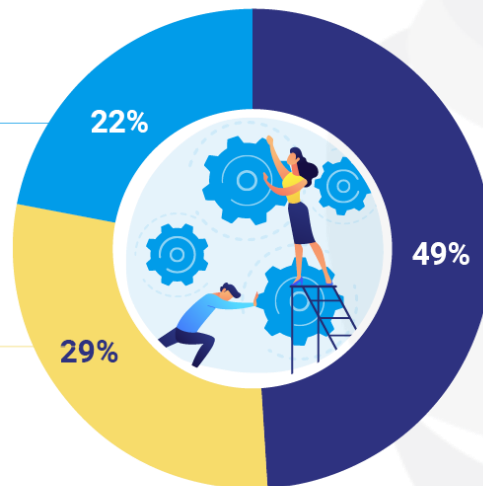
Are you planning to expand your scope of work next year?



ARE YOU MOVING FROM TRANSACTIONAL BACK OFFICE WORK TOWARDS CORE BUSINESS SUPPORT?

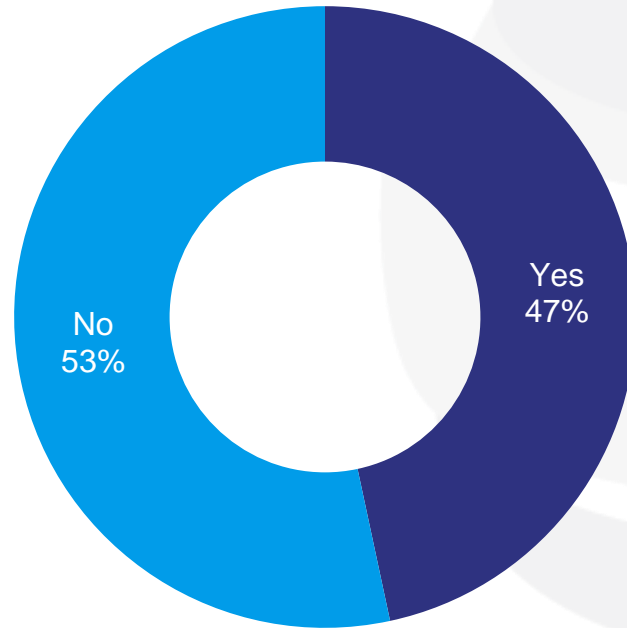
No, this is not on our agenda 🚫

We are thinking about it?

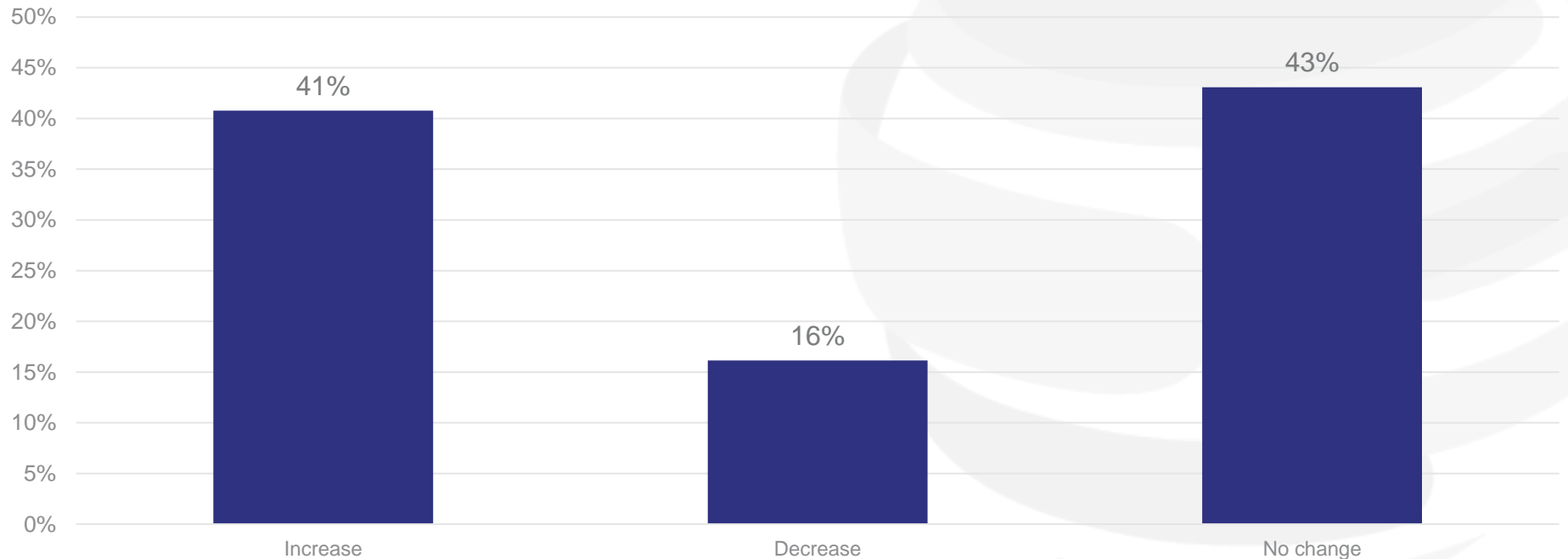


👍 Yes, this is a key focus

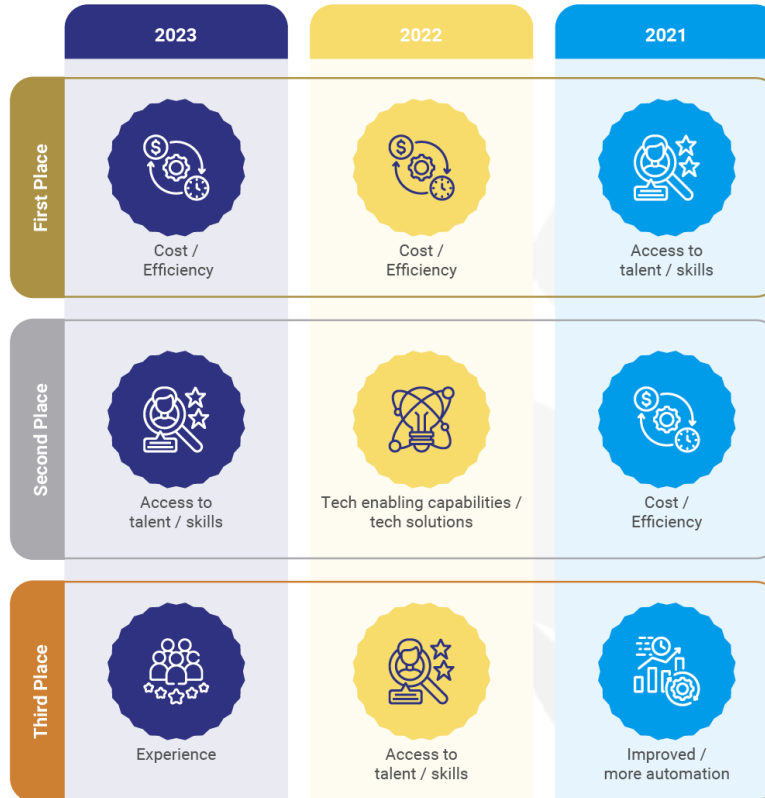
Do you outsource work?



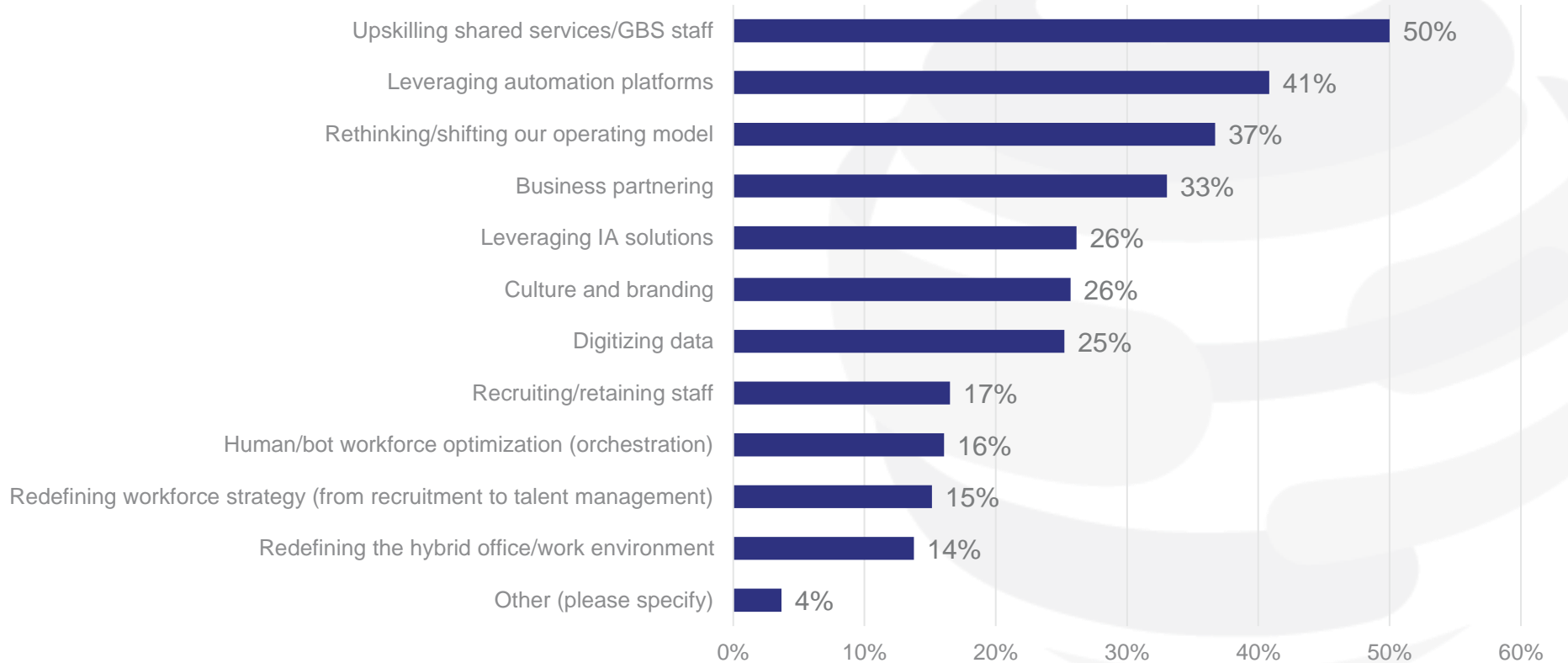
If you outsource, will your use of outsourcing increase or decrease in the next year?



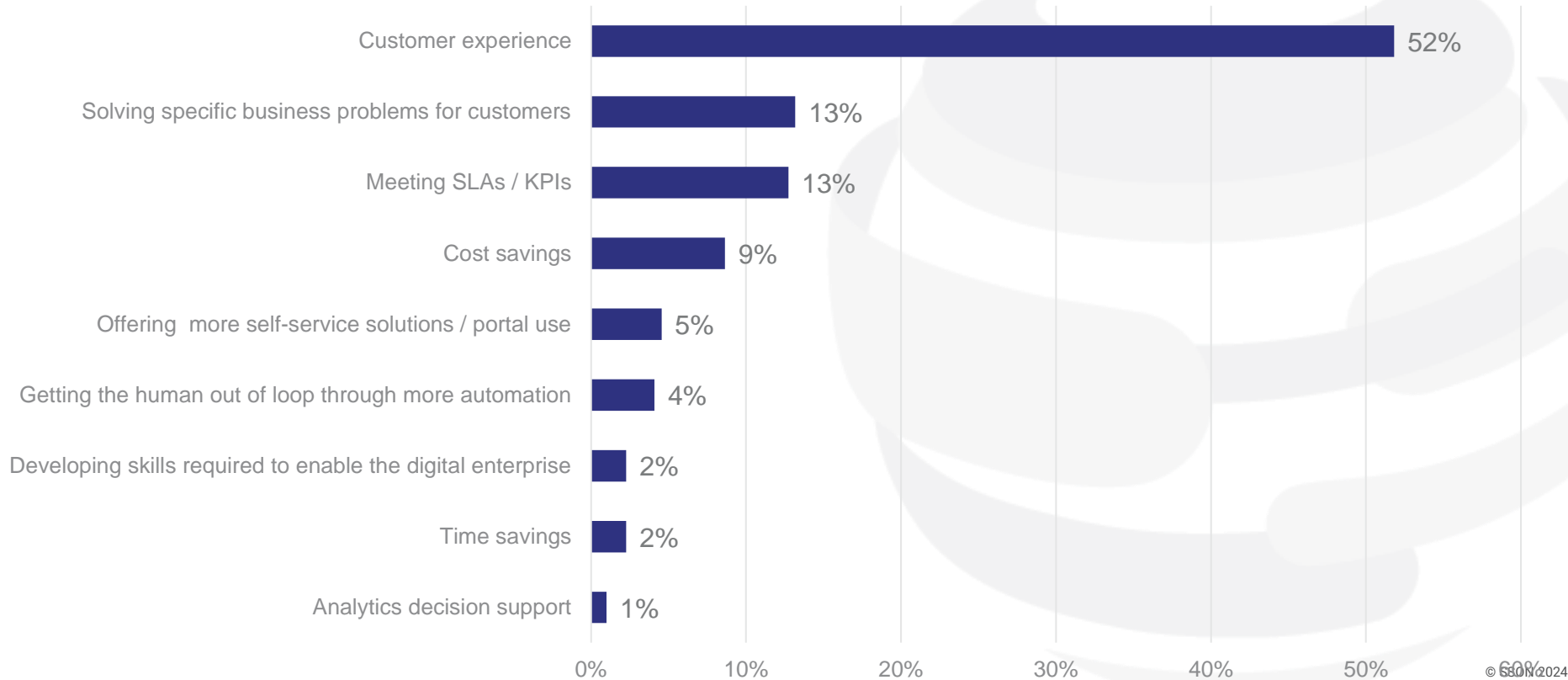
WHAT ARE THE TOP 3 BENEFITS OF OUTSOURCING?



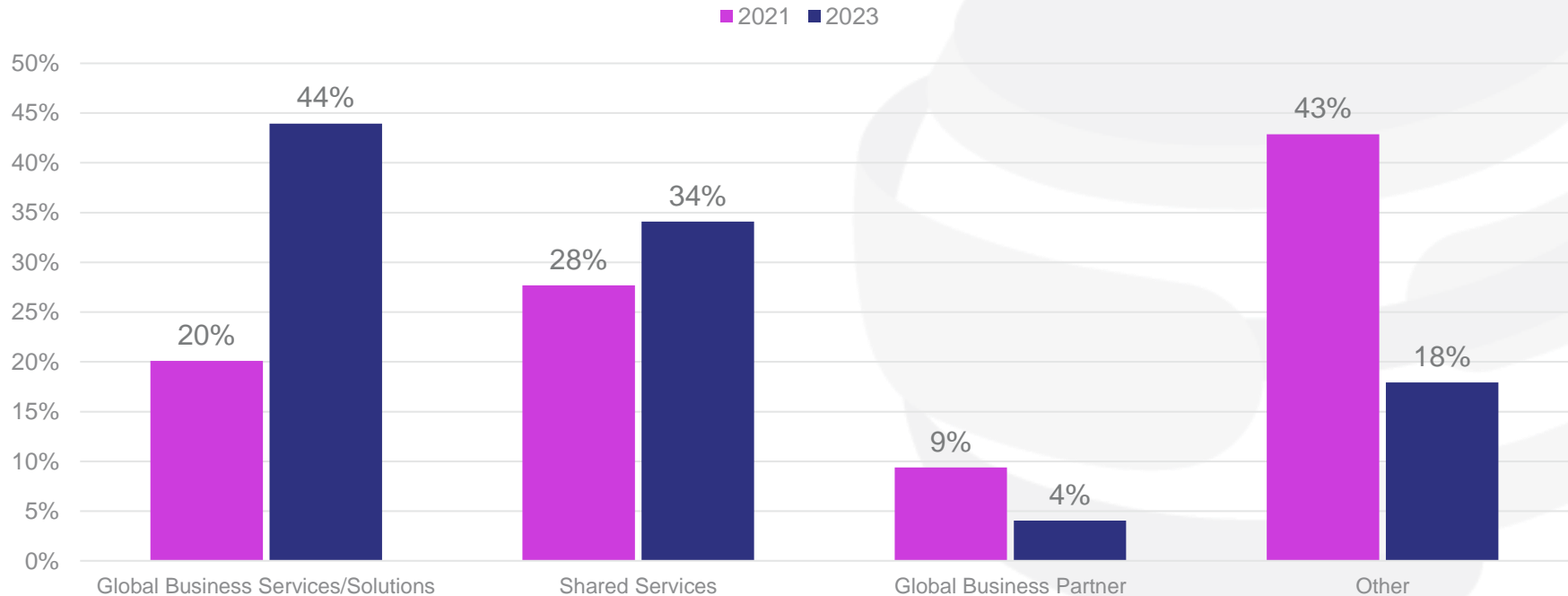
What are your top 3 objectives in the next year?



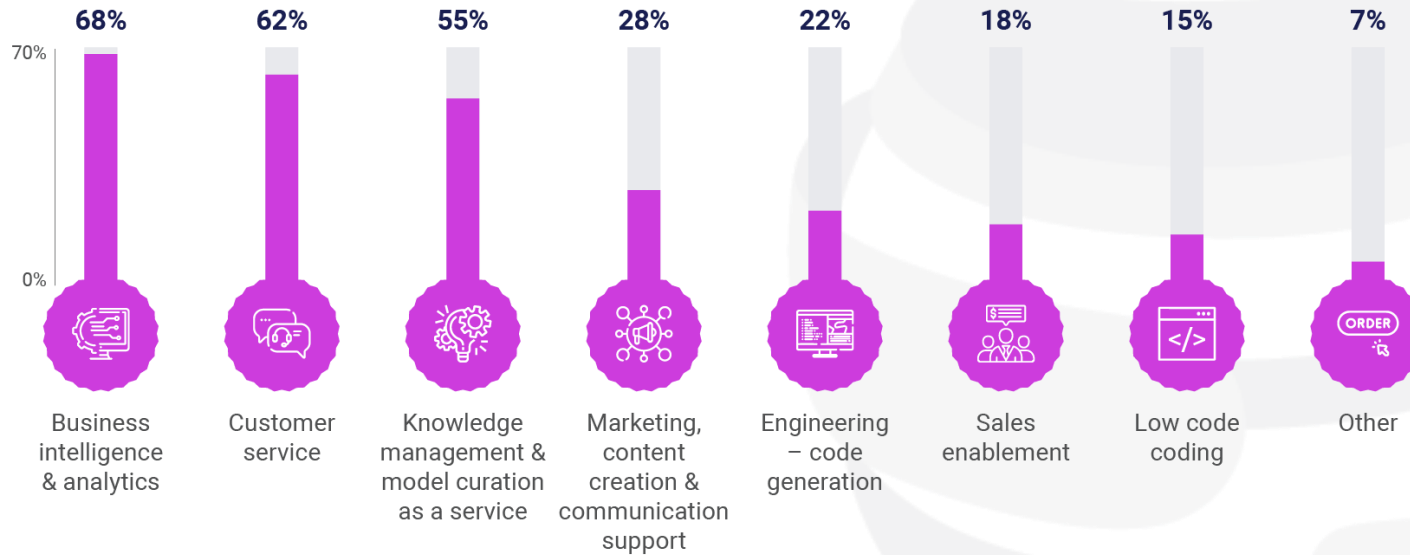
What does 'customer centricity' look like for your operation?



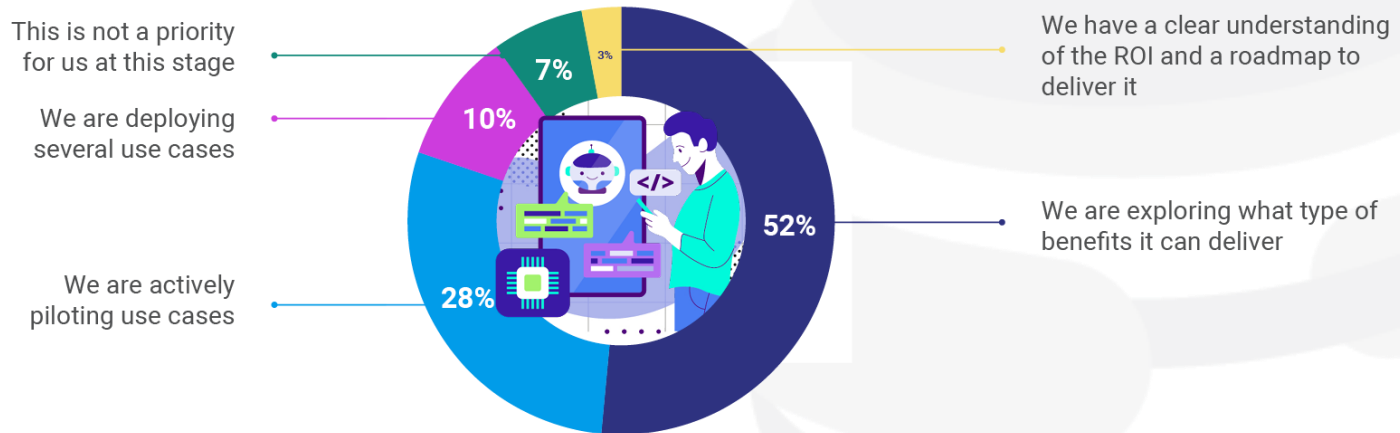
What best reflects your "naming" strategy?



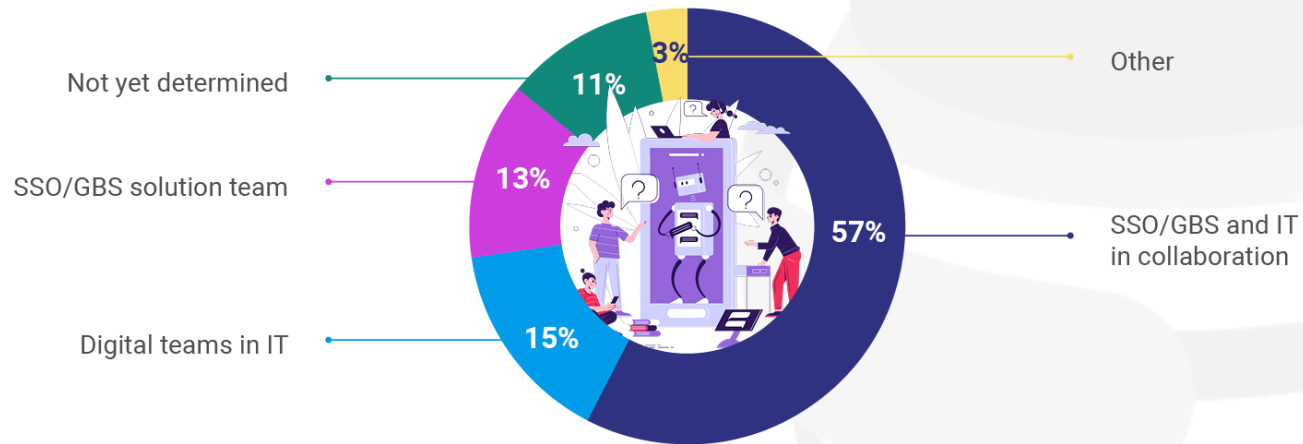
WHAT TYPE OF NEW SSO / GBS SERVICES DO YOU PLAN TO OFFER SUPPORTED BY GENERATIVE AI?



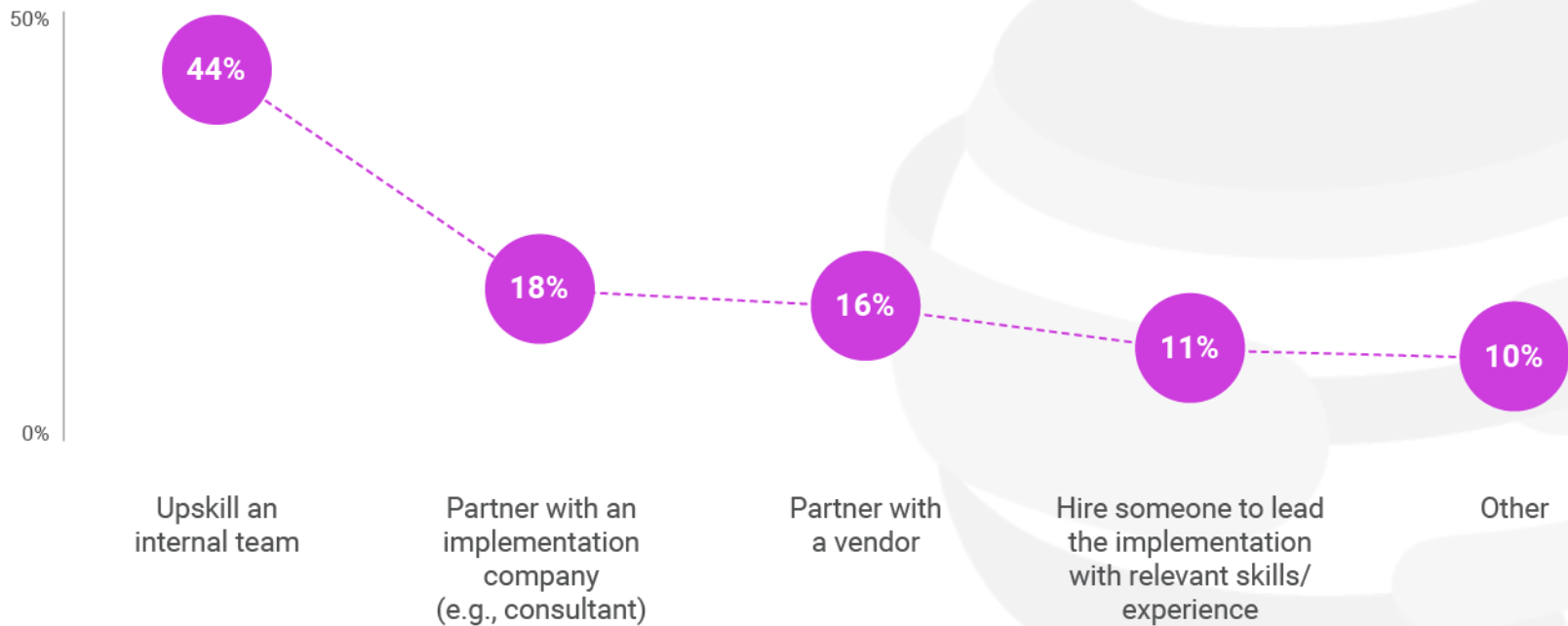
WHICH STATEMENT BEST SUMS UP YOUR CURRENT APPROACH TO GENERATIVE AI / CHAT GPT SOLUTIONS?



WHO IS RESPONSIBLE FOR GENERATIVE AI EXPLORATION & DEPLOYMENT?



HOW ARE YOU ADOPTING/ PLANNING TO ADOPT GENERATIVE AI?



WHAT TYPE OF USE CASES ARE YOU CURRENTLY PURSUING WITH GENERATIVE AI?

