Deloitte.

2021 Deloitte Global Shared Services and Outsourcing Survey

(88% have achieved objective)



Top objectives of investing in GBS and SSC (and which have been achieved)

Standardization and

process efficiency

(78% have achieved objective)

) Reducing costs

73%

Driving business value (63% have achieved objective)

61%

Driving a digital agenda (54% have achieved objective)

59%

Developing capabilities (67% have achieved objective)



Adding capabilities to GBS organizations

A significant number of value-added capabilities are being incorporated:

Capabilities that organizations have implemented:

56%

have implemented **automation**, and 33% are planning to implement automation

58%

have implemented **reporting**, and a further 30% are planning to implement Capabilities that organizations are planning to implement:

32%

are planning to implement **customer experience and user-centric design,** while 22% have already implemented

56%

have implemented **process excellence**, and 27% are planning to implement process excellence

44%

are planning to implement **analytics**, the highest among capabilities, while 28% have already implemented



Embracing a digital mindset

Digital adoption is a priority, with a focus on developing a culture of innovation and analytics over the next one to three years

Key enablers

69%

have implemented RPA

54%

single-instance ERP

47%

have implemented case management solutions (such as ServiceNow) 59%

have implemented global standard processes 51%

have implemented cloud (including AWS)

Top focus areas for next one to three years

1 RPA

2 Global standard process

3 Single-instance ERP

4 Analytics reporting

5 Inno

Innovation culture

6 Self-service

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Investing in talent and diversity

Culture and well-being are a top focus areas for employee experience and retention

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77%

strong culture development



63%

well-being opportunities



62%

continuous improvement and innovation

Bottom of the list, and down from 2019 survey

39% Performance-based pay

35% Financial support for cont. education

>80%

of organizations have greater than one-third representation o women and minorities in their leadership groups