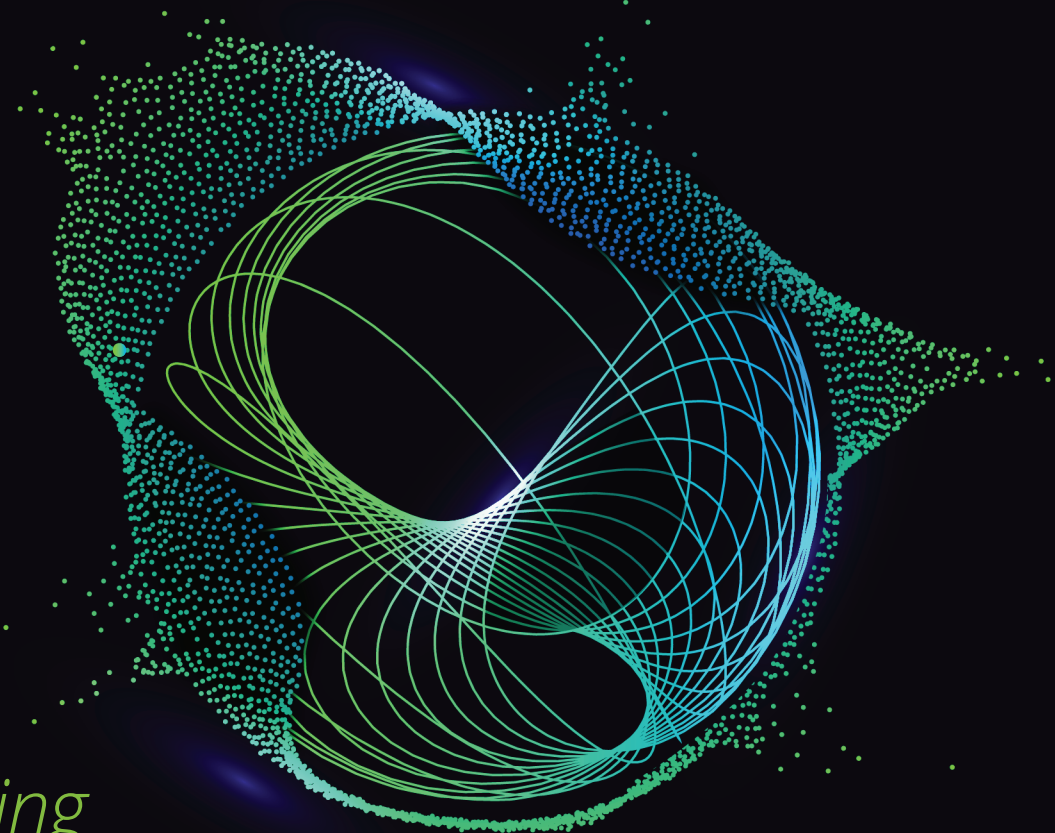


# 2025 Deloitte’s Global Business Services (GBS) Survey

Focused on Service Delivery Models – Global Capability Center/Shared Services Center, Center of Excellence, and Outsourcing



## Key themes



### GBS is prioritizing next-gen capability development and customer experience

**~50%** of organizations plan to prioritize **next-gen capabilities (such as GenAI, intelligent automation, etc.)**

Implementing these capabilities across various functions is perceived as critical to enhance efficiency, reduce costs, and improve scalability.

Enhancing GBS customer experience is becoming a top priority for organizations to deliver differentiated outcomes and build strong brands.

**~35%** of the survey respondents will be prioritizing customer experience over the next 3 years



### Unified leadership delivers differentiated savings

**~55%** of organizations with a **Global GBS leader role have achieved more than 20% average savings** from their GBS operations emphasizing the importance of a global leader in unifying strategy and business outcomes



### GenAI requires investment in data and security to scale value creation

**~50%** of organizations achieved over 20% savings from their GBS

**66%** of organizations have indicated plans to invest in GenAI automation over the next 3 years

Addressing

**Data quality**

**Cyber-security**

**Governance challenges**

will bridge the gap between expected and achieved savings from GenAI adoption, and move organizations toward greater value realization



### Mexico and Portugal are gaining popularity

**Mexico** rises to the **Top 3** GBS locations



**Portugal** enters the **Top 10** in locations in 2025



**India, US, and Poland** consistently rank among the top GBS locations over the last few years with India leading servicing across functions



### Demand for skilled talent and a hybrid working model is mainstream

#### Top talent challenges



Recruiting talent with the right skills



Building GBS brands



Bridging skill and capability gaps

#### Key talent retention strategies



Culture



Compensation

Over **50%** of GBS organizations leverage a **hybrid working model**, requiring employees to be in office for 1 to 3 days per week