How do respondents use the savings generated by SSC productivity improvements?

Across Functions

- Of shared services centers (SSCs) are supporting more than three functions
- 76% are supporting more than three functions
- On an assessing the number of business in SSCs within the last three years

Across geographies

- 65% have global coverage—up from 31% in 2017
- 68% of those sites have geographies in Europe, Middle East, and Africa
- 67% are shared across geographies—up from 59% in 2017

Areas of Impact

- Beyond cost savings: SSCs are delivering business results beyond cost savings, such as increasing profitability, improving customer engagement, and enhancing service levels.
- Beyond transactions: SSCs are not just transactional centers; they are strategic enablers of business growth.

SCC governance models are getting more strategic, with multifunctional models such as global business services (GBS) on the rise.

- 50% of organizations have GBS models or are planning to implement one.
- 75% of organizations believe GBS is necessary for their future success.

In this environment of increased reach and value, payback periods are decreasing.

- 80% of respondents reported a return on investment within the first three years, up from 73% in 2017.
- How do respondents use the savings generated by SSC productivity improvements?

- 14% Invest in process improvement
- 20% Invest in technology
- 10% Invest in talent development
- 3% Other
- 49% Reduce total costs to business
- 4% Improve facilities
- 54% Increase efficiency and productivity
- 54% Invest in analytics and data science

Rapid adoption of digital technologies positions SSCs for even greater efficiency and impact.

- 88% of organizations agree or strongly agree that improving digital capability is a strategic imperative.
- 88% of organizations believe that digital technology will drive their SSCs to greater levels of efficiency and productivity.

And an increased focus on the workforce is driving new strategic decision making.

- Trends in job responsibilities are evolving, with a focus on skills such as analytics, data science, and digital technology.
- 70% of organizations are investing in new capabilities such as artificial intelligence and machine learning.
- 70% of organizations are planning to significantly increase the use of technology in the next three to five years.

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2019 global shared services survey Key trends and findings: From order taker to value maker.

Shared services organizations are becoming increasingly more global, complex, and digital. As companies seek to provide a more cost-effective and efficient services, a better customer experience, and high-impact business outcomes, Deloitte 2019 global shared services survey reveals that shared services centers (SSCs) are technology-driven forces being a “provider of what value they ask for” as “a generator of tangible business value”—especially as they begin to perform more strategic functions in the areas of customer service, sales, and marketing support and procurement.