

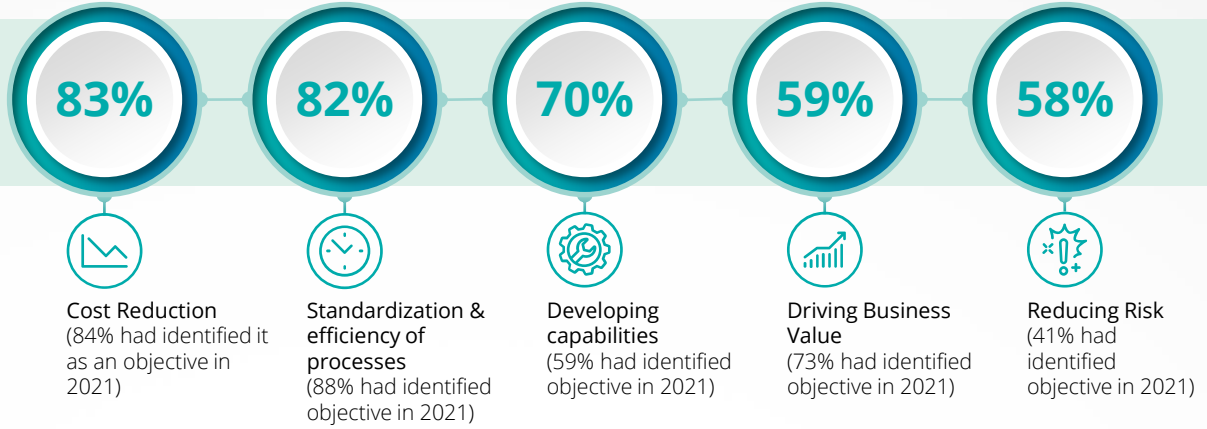
2023 Global Shared Services and Outsourcing Survey



Key themes for this year's survey

Top objectives identified and achieved by GBS organizations:

GBS continues to focus on cost reduction as a priority

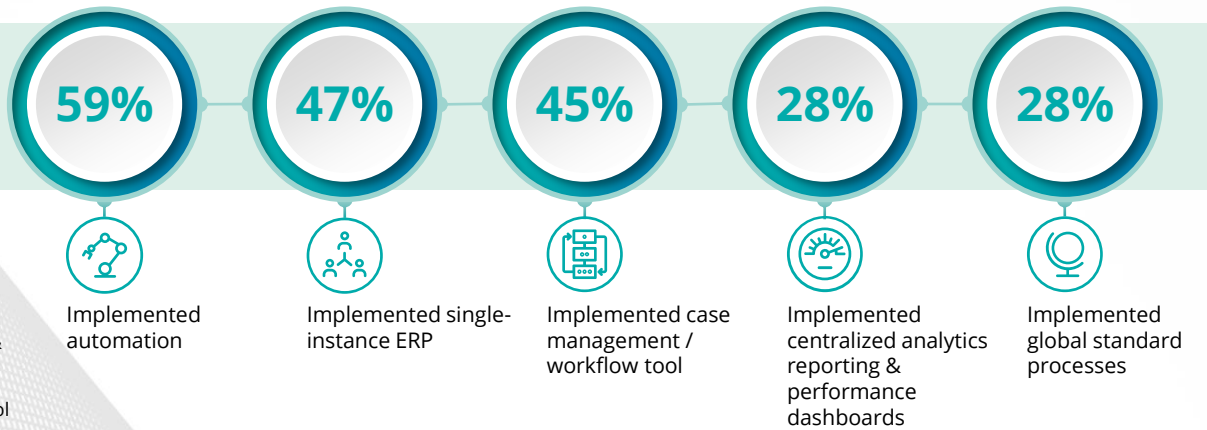


GBS is going digital

GBS continues to adopt key digital enablers to drive value

Top focus areas for next 1-3 years:

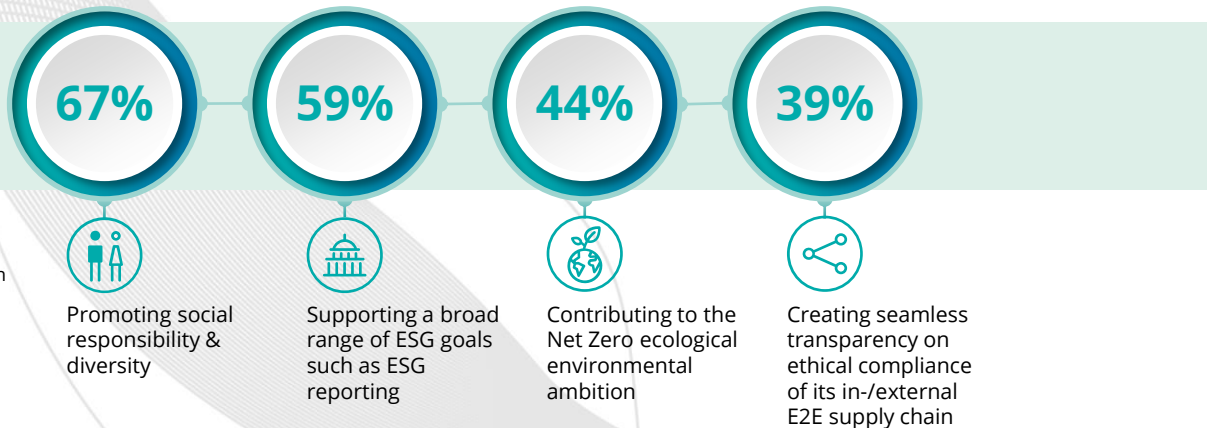
1. Automation
2. Global Standard Processes
3. Centralized analytics reporting & performance dashboards
4. Single-instance ERP
5. Case management/Workflow tool



GBS is playing a key role in ESG

~50% of GBS organizations reported ESG as a focus area

Of those organizations, the data on the right are the key roles being played by GBS.



Reporting structure of GBS organizations:

How reporting structure changes with maturity of GBS:

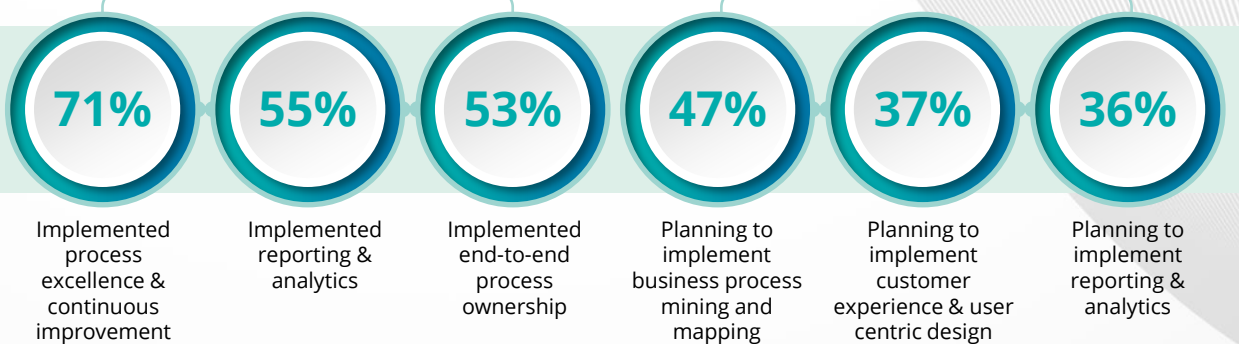
GBS organizations change reporting lines as they mature



Capabilities that organizations have implemented in GBS:

Capabilities that organizations are planning to implement in GBS:

Organizations are equipping their GBS with capabilities



Organizations are building agility and resilience into their business models through:

Post-COVID trends in GBS suggest that organizations are reprioritizing their talent strategy to focus on:

GBS is building agile and resilient talent models

