

# KEY 10 FINDINGS

## Progressive Global Business Services & Global Shared Services Trends

As trends have shifted in global business services (GBS) and global shared services (SS) operations, there has been a gap in benchmarking data for more progressive initiatives such as service expansion to global regions, use of analytics, communication channels for the millennium generation, and end-to-end process ownership. In order to gather this type of information, ScottMadden joined forces with the American Productivity & Quality Center (APQC) to conduct a global benchmarking study of Finance SSOs that provides organizations with benchmark comparisons based on leading trends, maturity, and globalization. The following summarizes the insights and key findings from the results of the survey.

**Broad country coverage is lending a significant boost to transactional productivity**

**GREATER THAN 2.5X**

Shared service centers (SSCs) providing services to at least 10 countries process over 2.5 times the median number of invoices when compared to other SSCs

**Savings continue to grow as GBS and SS operations mature**

**MORE THAN \$70,000 IN SAVINGS PER FTE**

reported SSC operating cost per SSC FTE for those operating for more than five years compared to those operating less than three years

**Predictive analytics is gaining momentum but is still in its infancy**

**22%**

of data is characterized to have a predictive focus (on-demand data available via dashboards)

**The greatest challenge moving to GBS is the perceived risk associated with country regulations, control, and quality of service**

**31%**

cite Regulatory/Control

**19%**

cite Quality Control

**Company preference is to service international locations from regions but with strong global governance**



**74%**

74% report having regional or site/country-specific centers with global management and integration

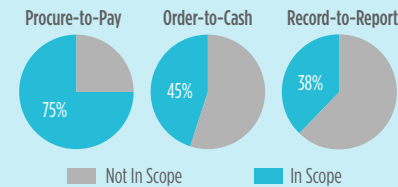
**North America and Asia-Pacific are the most popular regions for financial SS operations**



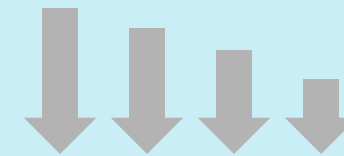
**Numerous centers of expertise are being integrated into SS and GBS operations to deliver higher-value services**



**Most GBS and global SS models are using some form of end-to-end process ownership with Procure-to-Pay, Order-to-Cash, and Record-to-Report leading the way**



**There are still many single-country, single-function models operating today**



However, we believe the 50% "one-country" model is on a declining trend

**Global models are delivering more savings than single-country SS operations**

**ABOUT \$35,000 IN SAVINGS PER FTE**

reported in SSC operating cost per SSC FTE for those operating in at least 10 countries versus only one country

### What is next?

These key findings indicate that companies are not remaining complacent in their SS operations by focusing only on transactional finance processing and reporting. Organizations are finding additional productivity boosts through multi-country, follow-the-sun processing and end-to-end process ownership. They are utilizing new communication channels, pursuing a competitive edge through analytics, and evolving expertise around the world.

#### About the Study

80% of participants have been operating a GBS or SS model for more than three years. One-third have been in operation more than five years. Ninety percent of the companies are between \$0.1B-\$5B in revenue with 75% between 1,000 and 10,000 employees. Seventeen industry segments are represented from North America, Europe, and Asia-Pacific.



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