TOP SHARED SERVICES PRIORITIES

Shared Services leaders are striving to better leverage automation and optimize processes as they pursue strategies to drive productivity in the new decade. At the same time, workforce challenges remain, and the delivery model must adapt as customer experience expectations continue to rise. In the midst of this, the global pandemic has forced delivery models to change. It's imperative for leaders to be prepared for new opportunities and properly respond to these challenges that can easily create negative outcomes if not handled properly.

Read below to get the latest trends on automation, processes, and impacts to the workforce and service delivery model.

Top Shared Services Priorities

AUTOMATION | WORKFORCE

PROCESSES | THE MODEL

AUTOMATION

INTELLIGENT AUTOMATION (IA) & ROBOTIC PROCESS AUTOMATION (RPA)

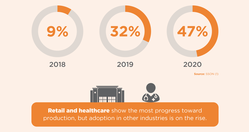
Shared services organizations (SSOs) continue to show significant growth in their adoption of IA technologies.

Intelligent Automation Rate of Adoption

Source: SSON (1)

Retail and healthcare show the most progress toward production, but adoption in other industries is on the rise.

The Current State of Adoption of IA Technologies by Industry



Source: (1)

RPA/IA Programs in North America

Cost savings and improvement in accuracy and quality are the top objectives of RPA/IA programs and are demonstrating successful outcomes. However, most organizations are still in the planning stage of their RPA journey.

Source: SSON (2)

RPA/IA Performance Outcomes in North America

saved per month on average | improvement in error rate | of cost savings realized per year

Source: SSON (3)

PROCESSES

Maintaining a focus on process improvements is fundamental to the success of SSOs. A process focus enables the expansion of SSO scope to bring greater value to the enterprise.

41% of shared services professionals **plan to expand the scope of their SSO** by adding new service offerings.

Source: SSON (4)

- **Advanced workforce automation**
- Advisory services for managers
- **Audit, compliance, risk management**
- **Blockchain and AR/VR**
- **Cryptocurrency distribution**
- Electronic AP workflow approvals/ AI invoice reading
- **End-to-end platforms in O2C, B2B, H2R**
- Improved workflow management
- Invoice automation
- Purchasing/supply chain analytics
- Payroll
- **Process automation**
- **Research marketing planning**
- **RPA development**
- Travel and expense

86% of HR SSOs **operate COEs**, and adoption is growing in other functions.

Source: Scottmadden and APQC (5)

Other Emerging Areas

Source: Scottmadden and APQC (5,6)

Process Mining and Automation

Process mining is receiving unprecedented attention as a tool to drive the redesign, control, and performance of business processes. More than two-thirds of global shared services are considering these kinds of tools to make better decisions.

Using Process Mining for Automation

Source: (7)

WORKFORCE

Automation, process improvements or expansion, and the current environment have an impact on an SSO's workforce and delivery models.

Preparing for the Workforce of the Future

In the midst of dealing with labor shortages, addressing technical skill deficiencies within existing SSO staff is a top pain point for leaders across the globe. Many are focused on assessing skills, developing new career paths, and determining reskilling requirements. Until these gaps are closed, SSOs face a number of challenges.

Business Outcomes Resulting from Recruitment/Retention Difficulties

Attracting and retaining top talent ranks as the number-one internal stressor for CEOs globally in 2020, regardless of a company's location or size.

Source: The Conference Board (8)

Source: The Conference Board (8)

Top Skills Deficits Within Existing SSO Staff

Source: SSON (4)

THE MODEL

The global pandemic has forced SSOs to adapt rapidly, and a majority believe the change to delivery models is not temporary. Service support hubs are relying heavily on video, chat bots, and virtual agents. Remote work is replacing large transaction or service centers. However, with the rise of remote work, there are long-term impacts to facilities and culture.

REMOTE WORK

FACILITIES IMPACT
Shared services facilities may be changed forever

CULTURE IMPACT
The "secret sauce" that defines a company's culture may be negatively impacted

Not Losing Sight of Customer Experience (CX)

Having the right shared services model in place allows organizations to better leverage tools and technologies, develop and engage staff, and boost efficiencies and cost savings. The model, if designed and implemented properly, also paves the way for a better customer experience.

Adoption of technologies to support CX is on the rise. Top trends include:

Artificial Intelligence | Virtual Customer Assistants and Chatbots | Omnichannel Customer Engagement | Real-Time Event-Driven Application Architecture | Internet of Things

Source: Gartner

86% of HR shared services organizations **report using at least one conversational solution** like chatbots and virtual agents to support delivery.

Source: Deloitte (9)

Finance service centers' **first-contact resolution rate steadily increased** over the last six years, while **customer-care staffing level continued to drop**.

Source: (10)

WHAT ARE YOUR NEXT STEPS?

Wherever you are in the transformation journey, ScottMadden has the right solutions to help your SSO succeed in the long term. From assessment and design through implementation and beyond, our measurable solutions are built with your business in mind. Because like you, we understand that every SSO is unique.

Talk to an expert at ScottMadden about how we can help you navigate the challenges of shared services at every stage of your journey.

SCOTTMADDEN.COM/CONTACT-US

Sources:
SSON (1) *State of the Global Shared Services Industry Report 2020* **SSON (2)** SSON, Intelligent Automation Benchmarking Report 2019 **HFS**, Industry Analysis and Deep Operational Plan Text Mine **SSON (3)** 2020 Intelligent Automation Survey Data from a combined Scottmadden and SSON survey **SSON (4)** SSON's *State of the Shared Services & Outsourcing Industry Survey 2020*, North American respondents only **Scottmadden and APQC (5)** *HR Shared Services Benchmarking Study 2019* **Scottmadden and APQC (6)** *Finance Shared Services Benchmarking Study 2020* **The Conference Board (7)** *Business Leaders Must Shift and Lingering Concerns About Talent Shortages & Recession Risk* **The Conference Board (8)** *US Labor Shortages: Solutions Have to Leverage the Top of CX Trends in 2020*

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