

# Highlights from the Top 20 Most Admired SSOs & GBS 2022 Benchmarking Analysis

Click [here](#) to view this summary report in an interactive format.

Access to the [full benchmark report](#) is available as part of an SSON Research & Analytics [subscription](#), or purchasable à la carte

For comments or questions about this workbook and the data behind it, contact [info@sson-analytics.com](mailto:info@sson-analytics.com)

INTRODUCTION

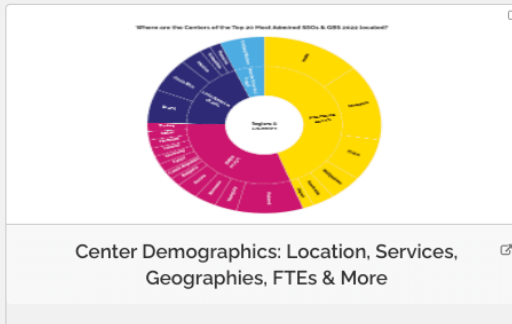
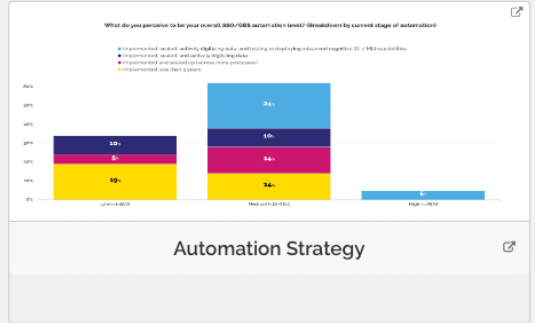
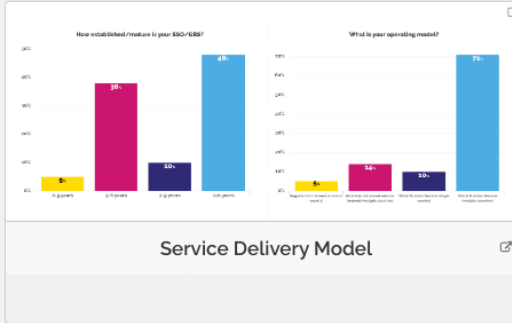
This interactive summary benchmark report provides a preview of the results from the **Top 20 Most Admired Shared Services Organizations (SSOs) and Global Business Services (GBS) 2022 Benchmarking Study**.

Access the full report [here](#) to learn more about the Top 20's **service delivery model, learning & development initiatives, automation strategy, strategic targets, key achievements and center demographics**.

The full report will also showcase **operational metric/KPIs gathered from 60 centers across the globe**. Uncover the top quartile, median benchmark and bottom quartile for 36 metrics across these 9 categories: **Automation, General Finance, HR & Talent, IT, Order to Cash (O2C), Payroll, Procure to Pay (P2P), Record to Report (R2R), and Treasury**. Both global and regional breakdowns will be available in the full analysis.

**Top 20 Most Admired SSOs & GBS of 2022**

Who are the Top 20 Most Admired SSOs & GBS of 2022?



**2022 Benchmarks: 36 Metrics across 9 Categories**

Category	Metric Name	Median for 2021	Median for 2022	Change
AUTOMATION	Average cost savings per unit (ACU)	Analyst vs Full report	Analyst vs Full report	-
	Automation as a % of total	Analyst vs Full report	Analyst vs Full report	-
AUTOMATION	Scalable growth capacity (FCI) per unit	Analyst vs Full report	Analyst vs Full report	-
	FCI per unit	97 vs 100	Analyst vs Full report	↑
HR & TALENT	Employee attrition rate (EATR) per unit	Analyst vs Full report	Analyst vs Full report	-
	Employee attrition rate (EATR) per unit	Analyst vs Full report	Analyst vs Full report	↓
HR & TALENT	Employee attrition rate (EATR) per unit	Analyst vs Full report	Analyst vs Full report	↓
	Employee attrition rate (EATR) per unit	Analyst vs Full report	Analyst vs Full report	↓
GENERAL FINANCE	Days payable outstanding (DPO)	Analyst vs Full report	Analyst vs Full report	↓
	Days payable outstanding (DPO)	Analyst vs Full report	Analyst vs Full report	↓
PAYROLL	Payroll accuracy rate	Analyst vs Full report	Analyst vs Full report	-
	Payroll accuracy rate	Analyst vs Full report	Analyst vs Full report	-
PROCURE TO PAY (P2P)	P2P process cycle time	Analyst vs Full report	Analyst vs Full report	-
	P2P process cycle time	Analyst vs Full report	Analyst vs Full report	-
PROCURE TO PAY (P2P)	Procure to pay cycle time	Analyst vs Full report	Analyst vs Full report	-
	Procure to pay cycle time	Analyst vs Full report	Analyst vs Full report	-
RECORD TO REPORT (R2R)	Record to report cycle time	Analyst vs Full report	Analyst vs Full report	-
	Record to report cycle time	Analyst vs Full report	Analyst vs Full report	-
TREASURY	Treasury cycle time	Analyst vs Full report	Analyst vs Full report	↓
	Treasury cycle time	Analyst vs Full report	Analyst vs Full report	↓

**Comparing Median Benchmarks of Top 20 Most Admired SSOs & GBS 2021 vs 2022**

Metric Category	Metric Name	Median for 2021	Median for 2022	Change
AUTOMATION	Average cost savings per unit (ACU)	Analyst vs Full report	Analyst vs Full report	-
	Automation as a % of total	Analyst vs Full report	Analyst vs Full report	-
AUTOMATION	Scalable growth capacity (FCI) per unit	Analyst vs Full report	Analyst vs Full report	-
	FCI per unit	97 vs 100	Analyst vs Full report	↑
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	Days payable outstanding (DPO)	Analyst vs Full report	Analyst vs Full report	↓
PAYROLL	Payroll accuracy rate	Analyst vs Full report	Analyst vs Full report	-
	Payroll accuracy rate	Analyst vs Full report	Analyst vs Full report	-
PROCURE TO PAY (P2P)	P2P process cycle time	Analyst vs Full report	Analyst vs Full report	-
	P2P process cycle time	Analyst vs Full report	Analyst vs Full report	-
PROCURE TO PAY (P2P)	Procure to pay cycle time	Analyst vs Full report	Analyst vs Full report	-
	Procure to pay cycle time	Analyst vs Full report	Analyst vs Full report	-
RECORD TO REPORT (R2R)	Record to report cycle time	Analyst vs Full report	Analyst vs Full report	-
	Record to report cycle time	Analyst vs Full report	Analyst vs Full report	-
TREASURY	Treasury cycle time	Analyst vs Full report	Analyst vs Full report	↓
	Treasury cycle time	Analyst vs Full report	Analyst vs Full report	↓

**What is included in the Full 2022 Benchmark Report?**

- Executive Summary
- Introduction
- Methodology
- Key Findings
- Automation Strategy
- Future of the Workforce
- Service Delivery Model
- Center Demographics
- 2022 Benchmarks
- Comparing Median Benchmarks
- Full Report

CLICK ON the buttons to select a different chart:

TOP 20 MOST ADMIRABLE SSOs & GBS 2022 ENTERPRISE INDUSTRY & REVENUE

## Top 20 Most Admired SSOs & GBS 2022

**sson** | THE WORLD'S LARGEST SHARED SERVICES & OUTSOURCING NETWORK

**sson** | RESEARCH & ANALYTICS

### Selection Criteria:

SSON Research & Analytics has taken a scientific approach to identify the annual Most Admired SSOs and GBS in the world listing, using a methodology that has collated cross-channel data from SSON's global community of 180,000 members, including digital and face-to-face channels, and applied a weighting system to the various criteria considered:

- **Benchmarking Surveys:** Results from various regional/topical benchmarking studies that SSON Research & Analytics runs throughout the year.
- **SSON Impact Awards:** Nominations and wins by these SSOs and GBS over the past five years
- **SSON Conference Research:** SSON's regional and country event producers, as well as digital event producers (20+), speak to the SS&O industry on 5 continents all year round. Conference production research reports have been analyzed to generate a list of SSOs that are named most often in event producers' discussions with the market about perceived best practices, and that SSON members most want to hear from at future events.
- **Speaker Ratings:** Ratings of speakers/contributors from these SSOs and GBS at SSON events from post-event evaluation surveys
- **Digital Presentation Downloads:** Volume of traffic to view their presentations online afterwards and requests for more information/updates from these SSOs and GBS.
- **Digital Editorial Demand:** The popularity of digital content (e.g. webinars, interviews, articles, roundtables) featuring these SSOs and GBS across SSON's digital channels, measured by page views and webinar registrations.

► This is the 6<sup>th</sup> year SSON Research & Analytics has run the Top 20 Most Admired Shared Services Organizations (SSOs) and Global Business Services (GBS) Benchmarking Study.

► These SSOs & GBS are identified using a methodology that collates SSON's cross-channel proprietary data from its global community.

► **Organizations featuring in this listing for the 1st time in 2022:**

- Lexmark
- Sanofi Business Services
- Smith+Nephew
- Tenaga Nasional Berhad

► **Special mention for these SSOs & GBS who have been recognized for 4 years or more:**

- AkzoNobel
- British American Tobacco – GBS
- Celestica
- Eli Lilly
- Experian
- Kimberly-Clark
- Mars Inc
- Tesco Business Services

WHO ARE THE TOP 20 MOST ADMIRED SSOS & GBS OF 2022?

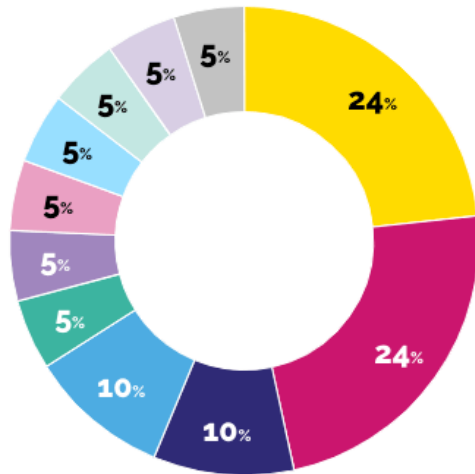
🖱️ [CLICK ON](#) the buttons to select a different chart:

TOP 20 MOST ADMIRED SSOS & GBS 2022

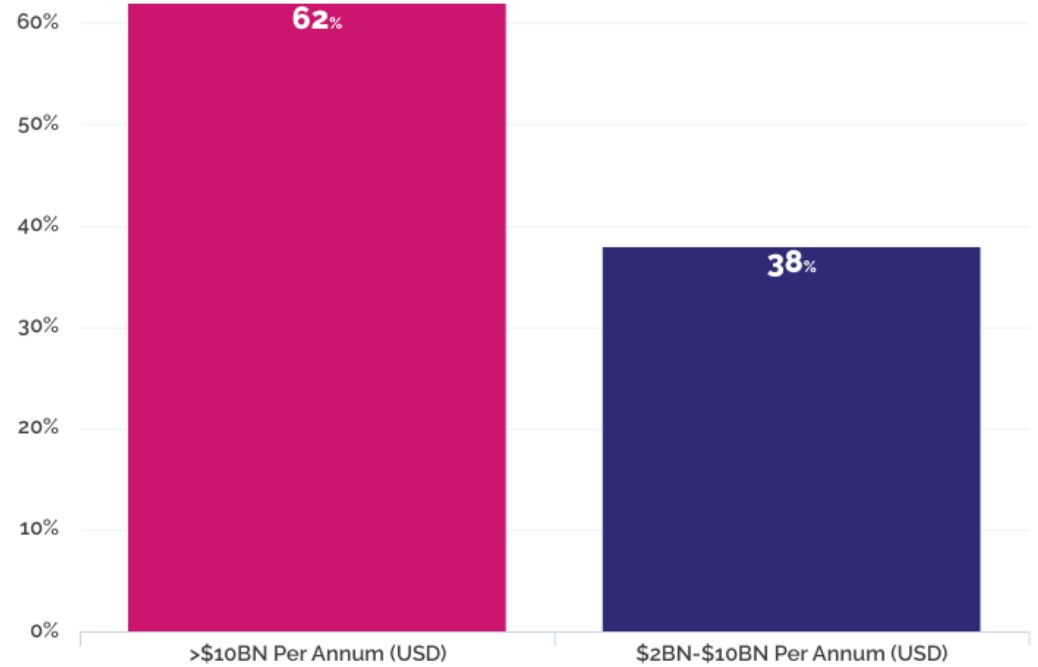
ENTERPRISE INDUSTRY & REVENUE

Enterprise Industry Breakdown

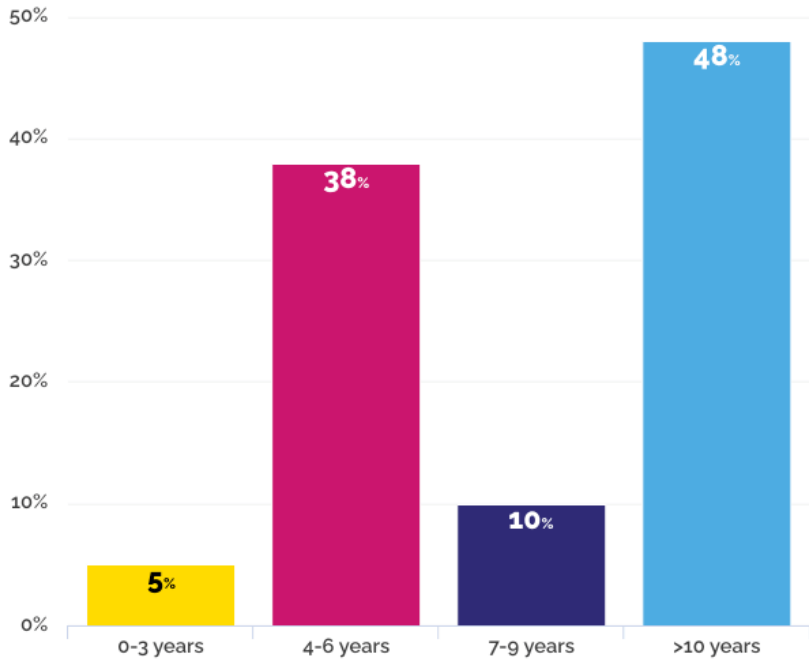
- Manufacturing - CPG
- Pharmaceuticals & Life Sciences
- Retail Trade
- Technology (IT, Internet, SaaS)
- Chemicals
- Healthcare
- Manufacturing - Industrial
- Transport & Logistics
- Travel & Hospitality
- Utilities
- Other



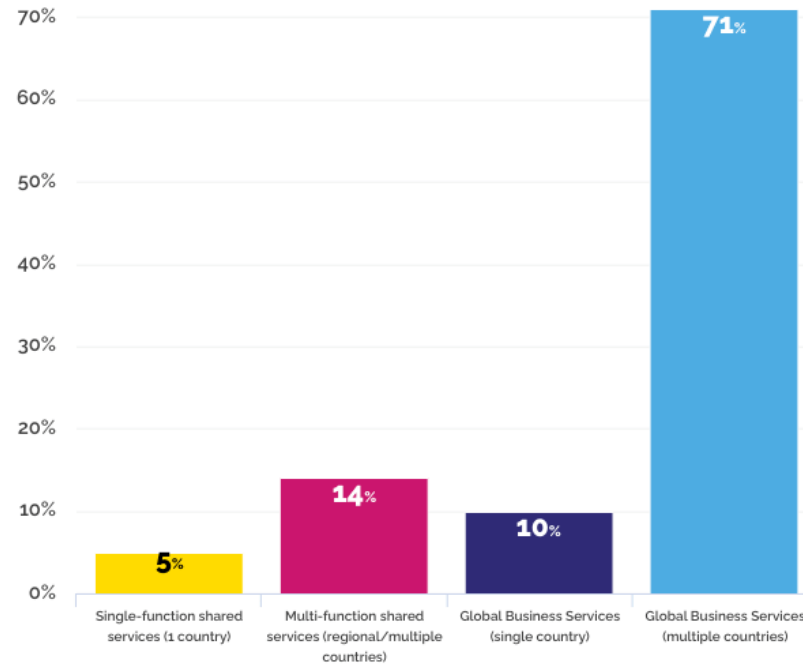
Enterprise Annual Revenue



**How established/mature is your SSO/GBS?**

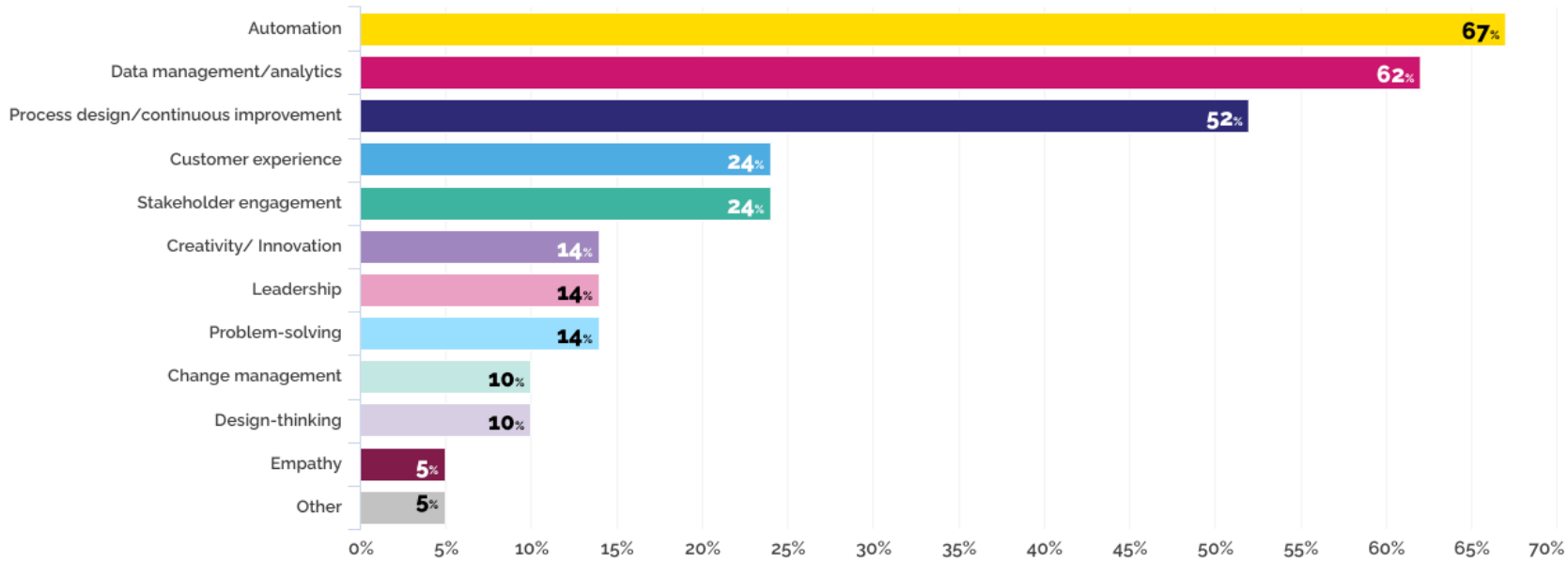


**What is your operating model?**



- ▶ Close to 60% of the Top 20 are at least in their seventh year of operation, while another 38% have been around for four to six years.
- ▶ In terms of operating model, the majority (81%) identify themselves as global business services (GBS).
- ▶ Maturity tends to correlate with greater scope in terms of functions supported. The vast majority (95%) of the Top 20 are committed to a multi-functional model.
- ▶ The full report will include more information on
  - **Reporting line**
  - **Span of control**
  - **Scope expansion**
  - **Billing method**

What 3 skills are you prioritizing right now?



▶ Similar to SSON's State of Industry 2022 [results](#), the Top 20 are focusing on skills that will enable them to embrace the digital era – **automation skills (67%)** and **data analytics (62%)**.

▶ Half of them are also prioritizing **process design and continuous improvement**.

▶ Notably, a quarter are also prioritizing **stakeholder engagement** and **customer experience**.

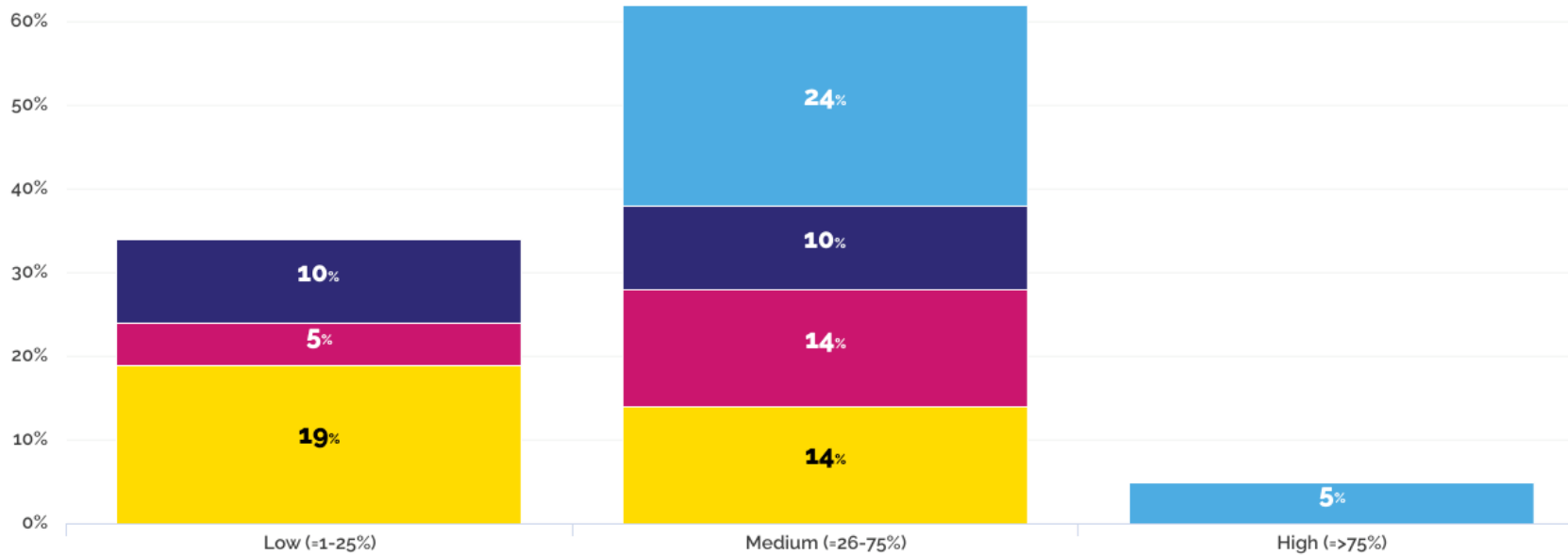
▶ The full report will include more information on

- **Learning & development initiatives**
- **Workplace model**

**What do you perceive to be your overall SSO/GBS automation level?**

(Breakdown by current stage of automation)

- Implemented, scaled, actively digitizing data, and testing or deploying advanced cognitive (AI / ML) capabilities
- Implemented, scaled, and actively digitizing data
- Implemented and scaled up (across more processes)
- Implemented less than 3 years



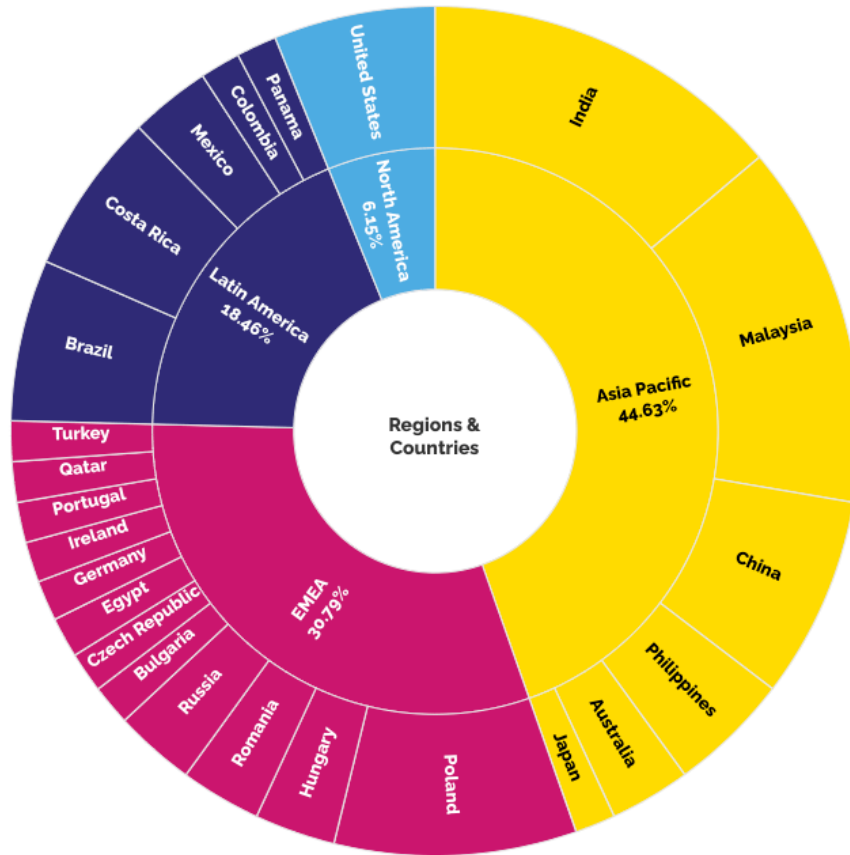
▶ When asked to conduct a self-assessment of their automation level, **only 5% of the Top 20 rate themselves as high**. This organization is scaling, actively digitizing data and deploying advanced cognitive capabilities.

▶ **More than 60% believe they are at a medium automation level of 26-75%**. Among them, 48% have already scaled up their automation across more processes, while 34% are actively digitizing data.

▶ 34% of the Top 20 rate themselves as having a low automation level. Despite the low self-assessment, 15% have started scaling up, while 10% are actively digitizing data.

- ▶ The full report will include more information on
- IA licenses
  - RPA bots
  - Varying technologies in Top 20's digital ecosystem
  - Solution providers
  - Citizen developers

Where are the Centers of the Top 20 Most Admired SSOs & GBS 2022 located?



- ▶ In this 2022 study, the Top 20 Most Admired SSOs & GBS provided data for **60 centers** across the globe.
- ▶ Asia Pacific centers make up the largest segment with 44.63%, followed by EMEA centers with 30.79%.
- ▶ The top three countries with the most number of centers contributing to this study are India (13.85%), Malaysia (13.85%) and Poland (9.23%)
- ▶ The full report will include more information on
  - **Open dates**
  - **Sourcing model**
  - **FTE count**
  - **Services offered**
  - **Geographies serviced**



### Summary Table

- Top Quartile
- Median
- Bottom Quartile

### Automation

- Average cost savings per year (USD)
- Improvement in error rate (%)
- Savings gained in average FTE hours per month

### General Finance

- Cost of finance function roles in SSC as a percentage of revenue
- Finance & accounting personnel cost as a percentage of revenue

### HR & Talent

- Annual attrition rate (Overall shared services)
- Employee Net Promoter Score (eNPS)
- Employee self service portal adoption
- Percentage of employees with formal training and development plan
- Percentage of succession plans in place

### IT

- Supportability (hours)
- Total ICT cost per end user (USD)

### Order to Cash

- Average time in days to apply cash
- Bad debt as a percentage of total A/R
- Days Sales Outstanding (DSO)
- Number of FTEs for the O2C process per \$1 billion revenue
- Total Working Capital

### Payroll

- Cost per pay slip (USD)
- HR payroll personnel cost per employee paid
- Payroll accuracy rate
- Payroll accuracy rate (electronic)
- Payroll accuracy rate (manual)

### Procure to Pay

- AP invoice cycle time
- Cost per e-invoice (USD)
- Cost per manual invoice (USD)
- Days Payable Outstanding (DPO)
- E-invoicing adoption rate
- Invoices per FTE per month (manual)
- Number of FTEs for the process 'accounts payable and expense reimbursement' per \$1 billion revenue
- Personnel cost per FTE handling the accounts payable process (USD)

### Record to Report

- Days to close
- Number of active general ledger accounts
- Percentage of automated journal entries / Total journal entries per monthly accounting cycle
- Reporting cycle time in days (External Reporting)

### Treasury

- Cycle time in hours to develop a short-term cash flow forecast
- Number of FTEs for treasury operations per \$1 billion revenue

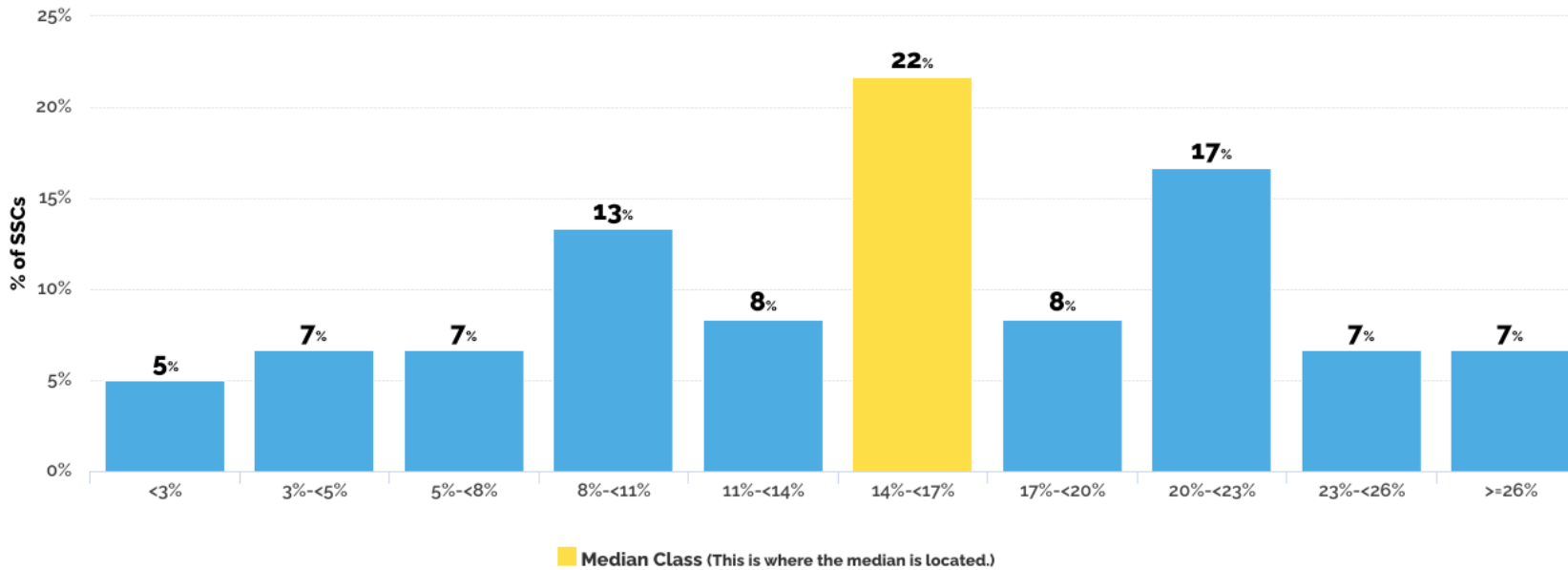
- This 2022 study involved 36 metrics across 9 different categories, captured on a center level.
- 60 centers contributed their data globally
- Flip through the pages or click on the boxes to view the metric results of the 2022 benchmarking study.

#### 20 New Metrics in the 2022 Study

- (General Finance) Cost of finance function roles in SSC as a percentage of revenue
- (General Finance) Finance & accounting personnel cost as a percentage of revenue
- (HR & Talent) Percentage of succession plans in place
- (IT) Supportability (hours)
- (IT) Total ICT cost per end user (USD)
- (O2C) Average time in days to apply cash
- (O2C) Bad debt as a percentage of total A/R
- (O2C) Number of FTEs for the O2C process per \$1 billion revenue
- (O2C) Total Working Capital
- (Payroll) HR payroll personnel cost per employee paid (USD)
- (Payroll) Payroll accuracy rate (electronic)
- (Payroll) Payroll accuracy rate (manual)
- (P2P) Cost per e-invoice (USD)
- (P2P) Cost per manual invoice (USD)
- (P2P) Number of FTEs for the process accounts payable and expense reimbursement" per \$1 billion revenue
- (P2P) Personnel cost per FTE handling the accounts payable process (USD)
- (R2R) Number of active general ledger accounts
- (R2R) Reporting cycle time in days (External Reporting)
- (Treasury) Cycle time in mins/hours to develop a short-term cash flow forecast
- (Treasury) Number of FTEs for treasury operations per \$1 billion revenue

Annual attrition rate (Overall shared services)

**i** This metric refers to the number of employees who externally separate from the SSC on an annual basis. It calculates the overall attrition of the SSC (which may be single or multi-functional) and includes voluntary and involuntary attrition. Excludes a) internal transfers within the SSC, b) employees who are on military service, pregnancy leave etc.



- ▶ The **median annual attrition rate is 14%-<17%**. This is an increase from last year's median of 8%-<11%.
- ▶ The median attrition is the same for all regions except for Latin America which is slightly lower at 11%-<14%.
- ▶ The full report will include both **global results** and **regional breakdown** (Asia Pacific, EMEA, Latin America and North America) for all **36 metrics/KPIs**.

SUMMARY TABLE OF 2022 RESULTS: TOP QUARTILE, MEDIAN & BOTTOM QUARTILE

Metric Category	Metric Name	Top Quartile	Median	Bottom Quartile
AUTOMATION	Average cost savings per year (USD) for highest performing automated process	Available in full report	Available in full report	Available in full report
AUTOMATION	Improvement in error rate (%) for highest performing automated process	Available in full report	Available in full report	Available in full report
AUTOMATION	Savings gained in average FTE hours per month for highest performing automated process	Available in full report	Available in full report	Available in full report
GENERAL FINANCE	Cost of finance function roles in SSC as a percentage of revenue	Available in full report	Available in full report	Available in full report
GENERAL FINANCE	Finance & accounting personnel cost as a percentage of revenue	Available in full report	Available in full report	Available in full report
HR & TALENT	Annual attrition rate (Overall shared services)	8%-<11%	14%-<17%	20%-<23%
HR & TALENT	Employee Net Promoter Score (eNPS)	Available in full report	Available in full report	Available in full report
HR & TALENT	Employee self service portal adoption	Available in full report	Available in full report	Available in full report
HR & TALENT	Percentage of employees with formal training and development plan	Available in full report	Available in full report	Available in full report
HR & TALENT	Percentage of succession plans in place	Available in full report	Available in full report	Available in full report
IT	Supportability (hours)	Available in full report	Available in full report	Available in full report
IT	Total ICT cost per end user (USD)	Available in full report	Available in full report	Available in full report
ORDER TO CASH (O2C)	Average time in days to apply cash	Available in full report	Available in full report	Available in full report
ORDER TO CASH (O2C)	Bad debt as a percentage of total A/R	Available in full report	Available in full report	Available in full report
ORDER TO CASH (O2C)	Days Sales Outstanding (DSO)	Available in full report	Available in full report	Available in full report
ORDER TO CASH (O2C)	Number of FTEs for the O2C process per \$1 billion revenue	Available in full report	Available in full report	Available in full report
ORDER TO CASH (O2C)	Total Working Capital	Available in full report	Available in full report	Available in full report
PAYROLL	Cost per pay slip (USD)	Available in full report	Available in full report	Available in full report
PAYROLL	HR payroll personnel cost per employee paid	Available in full report	Available in full report	Available in full report
PAYROLL	Payroll accuracy rate	Available in full report	Available in full report	Available in full report
PAYROLL	Payroll accuracy rate (electronic)	Available in full report	Available in full report	Available in full report
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PROCURE TO PAY (P2P)	AP invoice cycle time	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	Cost per e-invoice (USD)	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	Cost per manual invoice (USD)	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	Days Payable Outstanding (DPO)	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	E-invoicing adoption rate	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	Invoices per FTE per month (manual)	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	Number of FTEs for the process 'accounts payable and expense reimbursement' per \$1 billion revenue	Available in full report	Available in full report	Available in full report
PROCURE TO PAY (P2P)	Personnel cost per FTE handling the accounts payable process (USD)	Available in full report	Available in full report	Available in full report
RECORD TO REPORT (R2R)	Days to close	Available in full report	Available in full report	Available in full report
RECORD TO REPORT (R2R)	Number of active general ledger accounts	Available in full report	Available in full report	Available in full report
RECORD TO REPORT (R2R)	Percentage of automated journal entries / Total journal entries per monthly accounting cycle	Available in full report	Available in full report	Available in full report
RECORD TO REPORT (R2R)	Reporting cycle time in days (External Reporting)	Available in full report	Available in full report	Available in full report
TREASURY	Cycle time in hours to develop a short-term cash flow forecast	Available in full report	Available in full report	Available in full report
TREASURY	Number of FTEs for treasury operations per \$1 billion revenue	Available in full report	Available in full report	Available in full report

**COMPARING MEDIAN BENCHMARKS OF TOP 20 MOST ADMIRABLE SSOS 2021 VS 2022**

Metric Category	Metric Name	Median for 2021	Median for 2022	Change
AUTOMATION	Average cost savings per year (USD)	Available in full report	Available in full report	-
AUTOMATION	Improvement in error rate (%)	Available in full report	Available in full report	-
AUTOMATION	Savings gained in average FTE hours per month	Available in full report	Available in full report	-
HR & TALENT	Annual attrition rate (Overall shared services)	8%-<11%	14%-<17%	↑
HR & TALENT	Employee Net Promoter Score (eNPS)	Available in full report	Available in full report	-
HR & TALENT	Employee self service portal adoption	Available in full report	Available in full report	↑
HR & TALENT	Percentage of employees with formal training and development plan	Available in full report	Available in full report	↑
ORDER TO CASH (O2C)	Days Sales Outstanding (DSO)	Available in full report	Available in full report	-
PAYROLL	Cost per pay slip (USD)	Available in full report	Available in full report	↑
PAYROLL	Payroll accuracy rate	Available in full report	Available in full report	-
PROCURE TO PAY (P2P)	AP invoice cycle time	Available in full report	Available in full report	-
PROCURE TO PAY (P2P)	Days Payable Outstanding (DPO)	Available in full report	Available in full report	-
PROCURE TO PAY (P2P)	E-invoicing adoption rate	Available in full report	Available in full report	-
PROCURE TO PAY (P2P)	Invoices per FTE per month (manual)	Available in full report	Available in full report	-
RECORD TO REPORT (R2R)	Days to close	Available in full report	Available in full report	-
RECORD TO REPORT (R2R)	Percentage of automated journal entries / Total journal entries per monthly accounting cycle	Available in full report	Available in full report	↑

- ▶ 16 of the same metrics were asked in both the 2021 and 2022 benchmarking study.
- ▶ 10 of the metrics have the same median benchmark across the 2 years
- ▶ Notably, we saw improvements in the median benchmarks for 3 metrics this year:
  - (HR & Talent) Employee self service portal adoption
  - (HR & Talent) Percentage of employees with formal training and development plan
  - (R2R) Percentage of automated journal entries / Total journal entries per monthly accounting cycle

WHAT IS INCLUDED IN THE FULL 2022 BENCHMARKING REPORT?

Who are the Top 20 Most Admired SSOs & GBS of 2022?

- List of Top 20 Most Admired SSOs & GBS for 2022
- Selection Criteria
- Enterprise Demographics - Industry & Revenue

Service Delivery Model

- Maturity Level
- Operating Model
- Reporting Line
- Span of Control
- Scope Expansion
- Billing Method

Future of the Workforce

- Skills in Demand
- Learning & Development Initiatives
- Workplace Model

Automation Strategy

- Automation Level
- Number of IA licenses
- Number of RPA bots
- Technologies in SSO/GBS Digital Ecosystem
- Solution Providers
- Citizen Developers

Strategic Targets

- Top 3 SSO/GBS Strategic Targets

Center Demographics

- Locations of Centers
- Open dates
- Sourcing Model
- FTE count
- Services Offered
- Geographies serviced

Top 20 Most Admired SSOs & GBS 2022 Benchmarks

- 36 Metrics across 9 Categories: Automation, General Finance, HR & Talent, IT, O2C, Payroll, P2P, P2R, Treasury.
- Summary Table: Top Quartile, Median & Bottom Quartile
- Charts of Aggregated Results
- Charts of Regional Results

Comparison of Median Benchmark: 2021 vs 2022

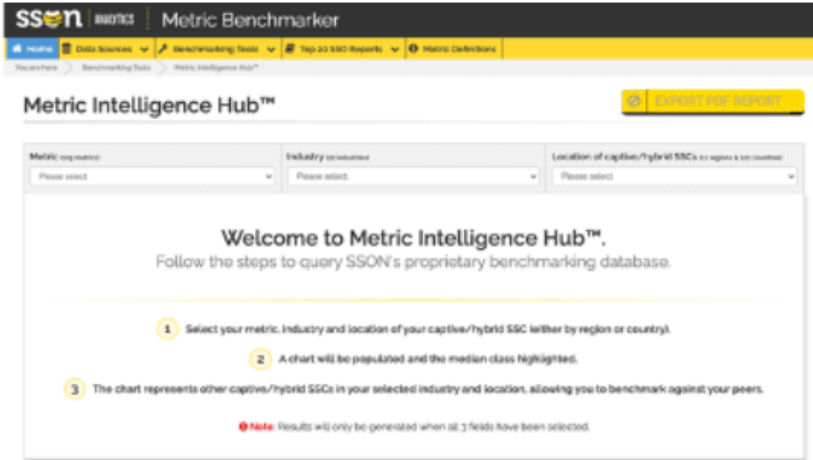
- 2021 median
- 2022 median
- Changes in Median Benchmark

▶ Access to the [full report](#) is available as part of an SSON Research & Analytics [subscription](#) or purchasable a la carte.

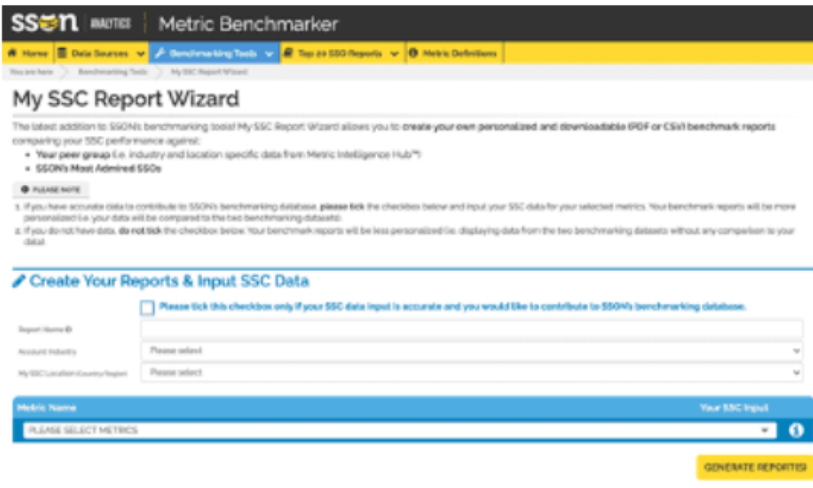
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(B) Create your own personalized and downloadable benchmark reports in the **My SSC Report Wizard**.



**2) Browse more related Analytics Workbooks**

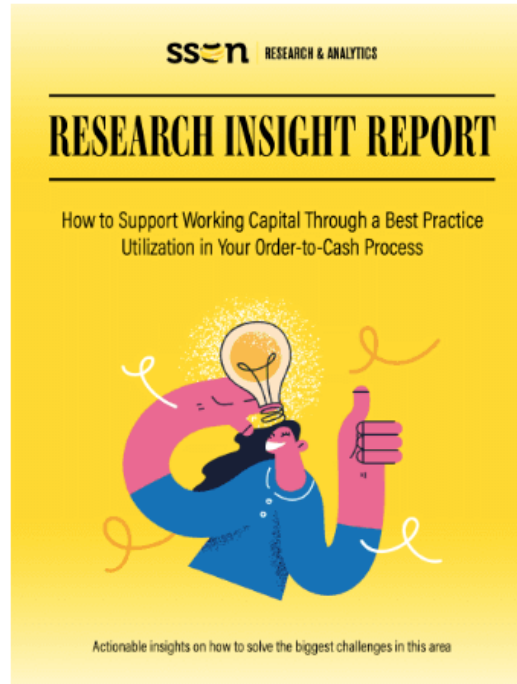
Flip through previous benchmarking reports for additional insights on metrics and KPIs



**Top 20 Most Admired SSOs & GBS 2021 Benchmarking Analysis**

Published September 2021

This interactive benchmark report showcases the results from the Top 20 Most Admired Shared Services Organizations (SSOs) and Global Business Services (GBS) benchmarking study 2021. Learn more about their key objectives, strategies, and benchmarks. This includes how these global SSOs & GBS are transforming their service delivery model, achieving business process excellence, and much more. The second half of the report showcases the aggregated results of 35 key metrics across these 8 categories: Attrition, Automation, HR & Talent, Order to Cash (O2C), Payroll, Procure to Pay (P2P), Record to Report (R2R), and Travel & Expense.



**How to Support Working Capital Through a Best Practice Utilization in Your Order-to-Cash Process**

Enterprises have been trying to automate Order-to-Cash for more than 20 years – and yet the findings of SSON's Research Insight Report on OTC are mixed at best. In other words: Plenty of opportunity left.

This report highlights the clear gaps in OTC that impact working capital (for example, master data remains unresolved), but also highlights "actionable insights" to help you chart your journey forwards. It includes case study examples from practitioners on the challenge of cost/benefit calculations, and successful people strategies, as well as how to get the most out of the SSO/GBS model to positively impact working capital.

With one crisis seemingly chasing the other, transformation initiatives are full steam ahead and the SSO/GBS model is constantly reasserting its value.