

## World's Best Global Business Services (GBS) Study Award 2023 - Application Form

SSON Research & Analytics is launching its inaugural **World's Best Global Business Services (GBS) Study & Award to identify a truly outstanding GBS - one that reflects the innovative and forward-looking policies enshrined in the model, and delivers clear value-add beyond process efficiencies.**

The study focuses on four key areas:

- I. Service Delivery Model & Strategic Alignment
- II. Model's Evolution in Maturity & Scope
- III. Adoption and Impact of Automation
- IV. Retention and Skilling of Talent

Please complete all questions and **submit your application online via this surveymonkey form**. If you would like a PDF copy to go through the questions beforehand, please download [here](#).

Please note: this submission must be made in the name of the GBS leader. For those GBS that make the shortlist, we will be following up with a 20-30 minute call with the GBS leader, so it is important that they have signed off on the application, and have verified the content.

**You can save your responses by scrolling down and clicking "Next" at the end of the questions. To return to edit/complete your responses, please use the same survey link (Only applicable if you use the same device and web browser. Do not clear your cookies).**

### ABOUT YOUR GBS

1. Company Name

2. Name of GBS

3. This application is submitted in the name of your GBS leader. Please ensure the GBS leader has reviewed the answers before submission.

Name of Leader:

Email Address:

4. Which industry/sector best describes your organization?

  

5. What best approximates the size of your organization in terms of revenue?

- ☐ SME (<\$2BN Per Annum (USD))
- ☐ \$2BN-\$10BN Per Annum (USD)
- ☐ >\$10BN Per Annum (USD)
- ☐ Government
- ☐ Not For Profit

## I. SERVICE DELIVERY MODEL & STRATEGIC ALIGNMENT

6. What type of GBS are you?

- ☐ Single country, single-function
- ☐ Single country, multi-function
- ☐ Multi-country, single-function
- ☐ Multi-country, multi-function
- ☐ Other (please explain)

7. What best defines your **sourcing model**?

- ☐ Mainly inhouse (captive model)
- ☐ Hybrid but mainly captive (selective outsourcing)
- ☐ Hybrid but mainly outsourced
- ☐ Mainly outsourced (third party provider/BPO)

8. Do you have a **single GBS leader**?

- ☐ Yes
- ☐ No

9. Which of these **governance elements/bodies/roles** does your GBS have? (Select all that apply)

- |  |   |
|--|---|
| <input type="checkbox"/> Chief Experience (EX) Officer               | <input type="checkbox"/> Head of Continuous Improvement |
| <input type="checkbox"/> Customer Council(s)                         | <input type="checkbox"/> Head of Digital Innovation     |
| <input type="checkbox"/> GBS Management Team                         | <input type="checkbox"/> Head of Performance & Report   |
| <input type="checkbox"/> GBS Executive Board                         | <input type="checkbox"/> Head of Vendor Management      |
| <input type="checkbox"/> Global Process Owner(ship) Council(s)/Board | <input type="checkbox"/> Head of Strategy               |
| <input type="checkbox"/> Global PMO Leader                           | <input type="checkbox"/> Transformation Leader          |
| <input type="checkbox"/> Global Change & Communication Leader        | <input type="checkbox"/> Transition Leader              |
| <input type="checkbox"/> Head of Operations/Service Delivery         |   |

10. How is your GBS impacting **Margin, Revenue**, and **Cash**? Please list & explain your top drivers for delivering improvements on these core business results – and quantify the impact over the last financial year.

11. Please share **specific, measurable impacts** GBS has had on financial returns, improvements in customer satisfaction, productivity, market growth, ability to integrate acquisitions, etc. (traceable performance impact that matters to your board). Please list the actual metric.

12. List GBS's **top strategic achievements** of the past five years (max 3).

13. What **strategic and tactical key indicators** do you use in GBS? List up to 3 indicators, include definitions/descriptions, and list values if available.

14. Does your GBS measure/manage **Total Working Capital/Cash**? If yes, please explain briefly how, and list values/results.

☐ No

☐ Yes (please explain)

## II. MODEL'S EVOLUTION IN MATURITY & SCOPE

15. What do you perceive to be your **overall GBS maturity level**?

(This should reflect your overall 'maturity,' taking into account sourcing model, scope, automation, strategic alignment & talent; if followed up, you should be able to explain in detail why)

☐ Low

☐ Medium

☐ High

☐ Expert

16. How many **captive** GBS centers do you have globally?

17. Please list locations of these **captive** GBS centers (Country & City).  
If you do not have captive centers, please indicate N/A.

Countries

Cities

18. How many **outsourced** GBS centers do you have globally?

19. Please list locations of these **outsourced** GBS centers (Country & City).  
If you do not have outsourced centers, please indicate N/A

Countries

Cities

☐ <100

☐ 100-250

☐ 251-500

☐ 501-1000

☐ >1000

☐ <100

☐ 100-250

☐ 251-500

☐ 501-1000

☐ >1000

☐ Low

☐ Medium

☐ High

☐ Expert

	Not in scope	Yes, within GBS scope	None/Low (Automation Scale=0-25%)	Medium (=26-50%)	High (=51-75%)	Expert (>=75%)
Hire-to-Retire / Reward-to-Retire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benefits Administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time-to-Pay / Payroll	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Talent Management (Strategic Workforce						



[illegible]

#### 24. Net Promoter Score (NPS)

This metric measures the customer's satisfaction with the GBS. The NPS measures on a scale of 0 to 10 the extent to which customers would recommend their GBS to others.

Customers will then, according to this score, be divided into three categories:

- a) 0-6: Detractors
- b) 7-8: Passives
- c) 9-10: Promoters

$$\text{NPS} = (\text{No. of Promoters} - \text{No. of Detractors}) / \text{Total No. of respondents} \times 100$$

- ☐ <0 (negative)
- ☐ 0-<20
- ☐ 20-<40
- ☐ 40-<60
- ☐ >=60
- ☐ N/A

### III. ADOPTION & IMPACT OF AUTOMATION

25. What do you perceive to be your **overall GBS automation level**?

- ☐ None/Low (Automation Scale=0-25%)
- ☐ Medium (=26-50%)
- ☐ High (=51-75%)
- ☐ Expert (=>75%)

26. What percentage of automation success derives from your captive operations vs your BPO partnerships? (% captive vs % BPO; if you do not outsource, the option is 100% captive vs 0% BPO)

- |  |  |
|--|--|
| <input type="radio"/> 0% captive vs 100% BPO | <input type="radio"/> 80% captive vs 20% BPO |
| <input type="radio"/> 20% captive vs 80% BPO | <input type="radio"/> 95% captive vs 5% BPO  |
| <input type="radio"/> 40% captive vs 60% BPO | <input type="radio"/> 100% captive vs 0% BPO |
| <input type="radio"/> 60% captive vs 40% BPO |  |
| <input type="radio"/> Other (please specify) |  |



27. What does your **GBS digital ecosystem** entail? (select all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> Analytics (e.g. Microsoft Power BI, Qlik, SAP)                             | <input type="checkbox"/> Low-code Automation Platform  |
| <input type="checkbox"/> Artificial Intelligence (AI)   | <input type="checkbox"/> Machine Learning (ML)   |
| <input type="checkbox"/> Blockchain (e.g. IBM, Microsoft, Chainalysis)                              | <input type="checkbox"/> Machine Vision  |
| <input type="checkbox"/> Business Process Management (BPM) (e.g. Appian, Oracle, Bizagi)            | <input type="checkbox"/> Metaverse – digital environment that uses augmented reality (AR) & virtual reality (VR) to create spaces for rich user interaction mimicking the real world |
| <input type="checkbox"/> Cloud Platform (e.g. AWS, Google Cloud, Microsoft Azure)                   | <input type="checkbox"/> Natural Language Processing (NLP)   |
| <input type="checkbox"/> Cognitive Machine Reading  | <input type="checkbox"/> Optical Character Recognition (OCR)   |
| <input type="checkbox"/> Data Visualization Tools (e.g. Tableau)                                    | <input type="checkbox"/> Process Discovery (e.g. EdgeVerve, Appian)  |
| <input type="checkbox"/> ERP Platform   | <input type="checkbox"/> Process Mining (e.g. Celonis, Signavio, Minit)  |
| <input type="checkbox"/> Intelligent Chatbots   | <input type="checkbox"/> Robotic Process Automation (RPA) (e.g. AA, Blue Prism, UiPath)  |
| <input type="checkbox"/> Intelligent Document Processing (IDP) (e.g. ABBY, HyperScience, EdgeVerve) | <input type="checkbox"/> Workflow Automation (e.g. Nintex, Pipefy, HubSpot)  |
| <input type="checkbox"/> Other (please specify)   |  |

28. What is the **level of digital skills** that you have in your organization?

- ☐ Low (Employees are equipped with essential digital skills i.e. email and instant messaging, word processing, social media for business, web-based research and problem solving. Big gap in advanced digital skills)
- ☐ Medium (Only some employees are trained and equipped with advanced digital skills.)
- ☐ High (Most employees are trained and equipped with advanced digital skills for their roles. i.e. UX design, data visualization, coding, programming, web, app development, SEO, SEM, content creation, data analysis. Training still required for some employees)
- ☐ Expert (All employees are equipped and trained on advanced digital skills for their roles)

29. How many **RPA bots** have you deployed?

- ☐ 0
- ☐ 1-10
- ☐ 11-25
- ☐ 26-50
- ☐ 51-100
- ☐ 101-500
- ☐ 501+
- ☐ Unsure

30. Which **Intelligent Automation projects** (i.e. Artificial Intelligence, Machine Learning, and other advanced technologies) have you applied to drive digital transformation in your GBS? Please list examples (e.g. “automated reporting”, “chat functionality across 3 functions”...), explain which tools you use, and list number of projects completed

31. This is a continuation of the previous question. Describe the **main benefits** received from these **Intelligent Automation projects** (either per project, in general, or in sum, e.g. “saved 3 FTEs through reporting automation”, “chat saves time for users and increased user acceptance”)

32. **Savings gained in average FTE hours per month for highest performing automated process**

This metric provides a comparison of the best automation technology projects across organizations. It measures the savings gained in average FTE hours per month for the highest performing automated process.

- ☐ <30 Hours
- ☐ 30 Hours-<50 Hours
- ☐ 50 Hours-<80 Hours
- ☐ 80 Hours-<120 Hours
- ☐ >=120 Hours
- ☐ N/A

33. **Average cost savings per year (USD) for highest performing automated process**

This metric provides a comparison of the best automation technology projects across organizations. It measures the savings gained in average FTE hours per month for the highest performing automated process.

- ☐ \$0-<\$20,000
- ☐ \$20,000-<\$50,000
- ☐ \$50,000-<\$100,000
- ☐ \$100,000-<\$250,000
- ☐ >=\$250,000
- ☐ N/A

34. **Improvement in error rate (%) for highest performing automated process**

This metric provides a comparison of the best automation technology projects across organizations. It measures the percentage improvement in error rate for the highest performing automated process.

- ☐ 1%-<6%
- ☐ 6%-<10%
- ☐ 10%-<15%
- ☐ 15%-<20%
- ☐ >=20%
- ☐ N/A

35. How does your GBS **support digital transformation** in your organization? Explain by providing concrete tactical examples.

36. Explain very briefly the **relationship between IT and GBS** in your organization.

## IV. RETENTION & SKILLING OF TALENT

37. What do you perceive to be the **overall capabilities/skill level (depth & breadth)** of your GBS employees?

- ☐ Low (do not have the majority of the required skills)
- ☐ Medium (pockets of required skills/capabilities available)
- ☐ High (most/all required skills/capabilities are available)
- ☐ Expert (employees independent, self-equipped, do not need much guidance or management)

38. Do you have **budget** allocated for **training and other L&D activities**?

- ☐ Yes
- ☐ No

39. If yes, what is the **average annual training budget allocated for a 1,000 FTE GBS organization (USD)**? If you have more or less than 1000 FTEs then normalize to 1000 (e.g. if you have 500 FTES, the double the amount).

- ☐ <\$0.5 Million
- ☐ \$0.51 - \$1 Million
- ☐ \$1.01 – \$1.5 Million
- ☐ \$1.51 – \$2 Million
- ☐ >\$2 Million
- ☐ N/A

40. Do you have a **FTE hours target** allocated for **training and other L&D activities per employee**?

- ☐ Yes
- ☐ No

41. If yes, please provide **training and L&D activities target per employee in FTE hours/year:**

- ☐ 1-20
- ☐ 21-40
- ☐ 41-60
- ☐ 61-80
- ☐ 80+
- ☐ N/A

42. For the various initiatives/topics listed below, please select programs/permanent structures that are in place in your GBS

	Team/Role (Specific responsibilities i.e. Chief of Diversity)	Ongoing structures/programs	Dedicated budgets	Technology/Tool supporting the initiative	Agreements with external parties supporting the initiative	N/A
<b>Diversity, Equity &amp; Inclusion</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Environmental</b> How a company safeguards the environment, including corporate policies addressing climate change for e.g.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Social</b> How a company managed relationships with employees, suppliers, customers, and the communities where it operates	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Governance</b> How a company is led and managed. Deals with a company's leadership, executive pay, audits, internal controls, and shareholder rights	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Other (please specify)

43. Is GBS seen as a hub for talent and capability for the enterprise? i.e., does the enterprise look to GBS to get specialized talent & capabilities into the business?

☐ Yes

☐ No

**44. Annual attrition rate (overall GBS, comprehensive)**

This metric refers to the number of employees who externally separate from the GBS on an annual basis. It calculates the overall attrition of the GBS and includes voluntary and involuntary attrition.

Excludes a) internal transfers within the GBS, b) employees who are on military service, pregnancy leave etc.

☐ <3%

☐ 17%-<20%

☐ 3%-<5%

☐ 20%-<23%

☐ 5%-<8%

☐ 23%-<26%

☐ 8%-<11%

☐ >=26%

☐ 11%-<14%

☐ N/A

☐ 14%-<17%

**45. Annual attrition rate (Overall GBS, Involuntary only)**

This metric refers to the number of employees who involuntarily separate from the GBS on an annual basis. This metric contributes to the overall attrition of the GBS.

Excludes a) internal transfers within the GBS, b) employees who are on military service, pregnancy leave etc.

☐ <3%

☐ 17%-<20%

☐ 3%-<5%

☐ 20%-<23%

☐ 5%-<8%

☐ 23%-<26%

☐ 8%-<11%

☐ >=26%

☐ 11%-<14%

☐ N/A

☐ 14%-<17%

46. What is the **main driver** behind your **involuntary attrition**?

- ☐ Cost driven
- ☐ Employee Performance driven
- ☐ Other (please specify)

**47. Annual attrition rate (Overall GBS, Voluntary only)**

This metric refers to the number of employees who voluntarily separate from the GBS on an annual basis. This metric contributes to the overall attrition of the GBS.

Excludes a) internal transfers within the GBS, b) employees who are on military service, pregnancy leave etc.

- |                                |                                |
|--------------------------------|--------------------------------|
| <input type="radio"/> <3%      | <input type="radio"/> 17%-<20% |
| <input type="radio"/> 3%-<5%   | <input type="radio"/> 20%-<23% |
| <input type="radio"/> 5%-<8%   | <input type="radio"/> 23%-<26% |
| <input type="radio"/> 8%-<11%  | <input type="radio"/> >=26%    |
| <input type="radio"/> 11%-<14% | <input type="radio"/> N/A      |
| <input type="radio"/> 14%-<17% |                                |

**48. Percentage of employees with formal training and development plan**

This metric indicates successful skill development and retention within the organization. It calculates the percentage of GBS employees who have formal training & development plan in place as compared to the total GBS headcount. All plans are included regardless of the setup process (supported, self-service etc).

- |                                |                                |
|--------------------------------|--------------------------------|
| <input type="radio"/> <30%     | <input type="radio"/> 92%-<94% |
| <input type="radio"/> 30%-<50% | <input type="radio"/> 94%-<96% |
| <input type="radio"/> 50%-<70% | <input type="radio"/> 96%-<98% |
| <input type="radio"/> 70%-<90% | <input type="radio"/> >=98%    |
| <input type="radio"/> 90%-<92% | <input type="radio"/> N/A      |

## **World's Best Global Business Services (GBS) Study Award 2023 - Application Form**

### **Review Your Application**

Your responses are saved. Please click "Previous" to review/edit your responses. To submit your application, please click "Next".



## **World's Best Global Business Services (GBS) Study Award 2023 - Application Form**

### **Application Submitted!**

Thank you for your submission. Shortlisted candidates will be contacted for a 20-30 minute interview as part of the evaluation process.

The winner of the World's Best GBS Study & Award 2023 will be announced and receive an award/recognition on stage at SSON's flagship events globally: SSOW North America (March 2023, Orlando), SSOW Europe (May 2023, Lisbon) and SSOW Asia (October 2023, Singapore).

The winner will also be highly profiled on SSON's websites, at digital events and also be widely promoted externally (social media etc.). The winner will be contacted beforehand.

If you have additional questions, please contact [info@sson-analytics.com](mailto:info@sson-analytics.com) with subject line 'World's Best GBS Study & Award 2023'.