



SSON Research & Analytics' World's Best Global Business Services 2027 - Application Form

SSON Research & Analytics is pleased to announce that applications are now open for the 2027 World's Best GBS Award - the industry's leading recognition of excellence in Global Business Services.

All GBS organizations that complete the survey questionnaire will be considered for the award and will receive aggregated, anonymized benchmark data based on the insights gathered through applications.

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

Note: In some questions, we offer the option of attaching a slide to your application as an alternative to writing out answers. If you choose that option, please email these slides to barbara.hodge@ssonetwork.com along with your GBS name and a confirmation of application submitted, clearly marking each slide with the question it answers. (Note that answers must be clearly visible in the slides. Judges will not consider these if it is difficult to discern the information.)

This application closes on November 30 2026 - no extensions.

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

By participating in the GBS study, you are consenting to have your organization's data shared in aggregated anonymized format. In the event your organization becomes a finalist or winner of the World's Best GBS Award, you consent to your company's name being used in promotion of the awards.

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 and that all answers are correct and final.

Name of Leader:

Leader's 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

6. When was your GBS set up?

- ☐ <3 years
- ☐ 3-5 years
- ☐ 6-10 years
- ☐ >10 years

1. GBS MODEL EVOLUTION & COMPLEXITY

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. Are your GBS services mandated?

☐ Yes

☐ No

☐ Some are and some are not

10. Is yours a landlord model (functions own the output) or a fully integrated model (GBS owns the output) or both?

☐ Landlord

☐ Fully integrated

☐ Combination of both

11. If you deliver services to multiple countries, how many countries do you service?

☐ 1-4

☐ 5-9

☐ 10-29

☐ 30-49

☐ 50-79

☐ 80-120

☐ >120

12. Please list all the countries/regions that you deliver services to and indicate the percentage of your work that region takes up. (please choose best option, total may not add to 100%)

	No we do not serve this location	Yes: <10%	Yes: 10-25%	Yes: 25-50%	Yes: 50-75%	Yes: >75%	Yes: 100%
North America	☐	☐	☐	☐	☐	☐	☐
Latin America/South America	☐	☐	☐	☐	☐	☐	☐
Western Europe (including the UK)	☐	☐	☐	☐	☐	☐	☐
Central and Eastern Europe	☐	☐	☐	☐	☐	☐	☐
Asia (excluding Middle East, India and China)	☐	☐	☐	☐	☐	☐	☐
South Africa	☐	☐	☐	☐	☐	☐	☐
Rest of Africa (excluding South Africa)	☐	☐	☐	☐	☐	☐	☐
Middle East	☐	☐	☐	☐	☐	☐	☐
India	☐	☐	☐	☐	☐	☐	☐
China	☐	☐	☐	☐	☐	☐	☐
Russia	☐	☐	☐	☐	☐	☐	☐
Australia, New Zealand, and Pacific Islands	☐	☐	☐	☐	☐	☐	☐

Please elaborate on the volume/distribution of your services delivered in terms of FTEs, functions, and countries served (to better understand your service delivery model).

13. Which of these **services/processes/topics** do you have in your **GBS scope** (to some extent)? **AND** if in scope, to what extent are they **automated**? (Please select low, medium, high or expert)

	Not in scope	Yes in Scope with None/Low Level of Automation (Scale=0-25%)	Yes in Scope with Medium Level of Automation (Scale=26-50%)	Yes in Scope with High Level of Automation (Scale=51-75%)	Yes in Scope with Expert Level of Automation (Scale >75%)
Hire-to-Retire / Reward-to-Retire	☐	☐	☐	☐	☐
Benefits Administration	☐	☐	☐	☐	☐
Time-to-Pay / Payroll	☐	☐	☐	☐	☐
Talent Management (Strategic Workforce Planning, Recruiting)	☐	☐	☐	☐	☐

and Staffing, Workforce Development, L&D, Onboarding)	☐	☐	☐	☐	☐
Purchase-to-Pay / Procure to Pay	☐	☐	☐	☐	☐
Order-to-Cash / Customer to Cash	☐	☐	☐	☐	☐
Record-to Report / Account to Report	☐	☐	☐	☐	☐
Tax Support / Admin	☐	☐	☐	☐	☐
Plan-to-Result (Strategic Planning, Annual Opex/Capex Budgeting, Forecasting, BPM Reporting, Business Analysis, FP&A)	☐	☐	☐	☐	☐
Indirect Procurement	☐	☐	☐	☐	☐
Direct Procurement	☐	☐	☐	☐	☐
Supply Chain (Planning: SCM, DM, IM, S&OP, Plan Supply, Plan Distribution)	☐	☐	☐	☐	☐
Supply Chain (Manufacturing: M. Strategy, Prod. And Resource Scheduling, Prod. Management, Maintenance Management, QM)	☐	☐	☐	☐	☐
Supply Chain (Delivery, Logistics: Logistics strategy, Inbound/Outbound, Warehousing, Reverse logistics, Trade Compliance)	☐	☐	☐	☐	☐
Risk Management Services (e.g., business continuity planning and crisis management)	☐	☐	☐	☐	☐
Consulting & Advisory Services (e.g., strategy consulting, change management, organizational design)	☐	☐	☐	☐	☐
Knowledge Services (e.g., published					

scientific, technical, and business information to drive innovation and business decisions)	☐	☐	☐	☐	☐
IT Opportunity-to-Proposal	☐	☐	☐	☐	☐
Information Technology (other IT processes)	☐	☐	☐	☐	☐
Technology related (e.g. RPA, Digitization teams, Intelligent Automation)	☐	☐	☐	☐	☐
Master Data Management	☐	☐	☐	☐	☐
Data Analytics / Business Analytics	☐	☐	☐	☐	☐
Research & Development	☐	☐	☐	☐	☐
Customer Center (call center) processes (Front-office support)	☐	☐	☐	☐	☐
Real Estate & Facilities Management	☐	☐	☐	☐	☐
Legal	☐	☐	☐	☐	☐
Environmental, Social & Governance (ESG)	☐	☐	☐	☐	☐
Health & Safety	☐	☐	☐	☐	☐
Sales	☐	☐	☐	☐	☐
Marketing	☐	☐	☐	☐	☐
Corporate Communications	☐	☐	☐	☐	☐
Industry/sector specific processes	☐	☐	☐	☐	☐
Stock / Shares Management	☐	☐	☐	☐	☐
Engineering Services	☐	☐	☐	☐	☐
Document Management	☐	☐	☐	☐	☐
Shop Floor Planning	☐	☐	☐	☐	☐
Fleet Management	☐	☐	☐	☐	☐
Creative / Design Services	☐	☐	☐	☐	☐
	☐	☐	☐	☐	☐

Content Management	☐	☐	☐	☐	☐
Events Management	☐	☐	☐	☐	☐
Labs	☐	☐	☐	☐	☐

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

15. Please list locations of these **captive** GBS centers (Country & City).

If you do not have captive centers, please indicate N/A.

Countries

Cities

16. What is the **total number of FTEs** in all your **captive** GBS locations?

- ☐ <100
- ☐ 100-250
- ☐ 251-500
- ☐ 501-1000
- ☐ 1001-5000
- ☐ >5000

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

18. Please list locations of these **outsourced** GBS centers (Country & City).

If you do not have outsourced centers, please indicate N/A

Countries

Cities

19. What is the **total number of FTEs** in all your **outsourced** GBS locations?

- ☐ N/A (do not outsource)
- ☐ <100
- ☐ 100-250
- ☐ 251-500
- ☐ 501-1000
- ☐ 1001-5000
- ☐ >5000

20. What is the percentage ratio of total "Captive+Outsourced" FTEs (i.e., all involved in service delivery) to overall Enterprise FTEs?

- ☐ <1%.
- ☐ 1%-<2%.
- ☐ 2%-<3%.
- ☐ 3%-<4%
- ☐ 4%-<5%
- ☐ 5%-<6%
- ☐ 6%-<8%
- ☐ 8%-<10%
- ☐ 10%-<20%
- ☐ ≥20%

21. How many distinct, independent business units/divisions (i.e., with a P&L) do you serve globally?

- | | | |
|-------------------------|-------------------------|---------------------------|
| ☐ 1 | ☐ 5 | ☐ 9 |
| ☐ 2 | ☐ 6 | ☐ 10 |
| ☐ 3 | ☐ 7 | ☐ 11+ |
| ☐ 4 | ☐ 8 | |

22. How many legal entities do you service?

- ☐ 1-9
- ☐ 10-19
- ☐ 20-59
- ☐ 60-99
- ☐ 100-159
- ☐ 160-239
- ☐ >240

23. How many languages do you provide services in?

- ☐ 1-10
- ☐ 11-20
- ☐ 21-30
- ☐ 30+

24. What was your biggest achievement in the section covered above (#1. GBS Model Evolution & Complexity) over the last 12 months/past calendar year. Explain in at least 3 paragraphs the major changes/initiatives and the results/benefits. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)

2. AUTOMATION & ENABLING FACTORS

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

- | | |
|--|--|
| ☐ Analytics | ☐ Low-code Automation Platform |
| ☐ Artificial Intelligence (AI) | ☐ Machine Learning (ML) |
| ☐ Blockchain | ☐ Large Language Models (LLMs) |
| ☐ Business Process Management (BPM) | ☐ Machine Vision |
| ☐ Cloud Platform | ☐ Metaverse – digital environment that uses augmented reality (AR) & virtual reality (VR) to create spaces for rich user interaction mimicking the real world |
| ☐ Cognitive Machine Reading | ☐ Natural Language Processing (NLP) |
| ☐ Data Mining | ☐ Optical Character Recognition (OCR) |
| ☐ Data Visualization Tools | ☐ Process Discovery |
| ☐ ERP Platform | ☐ Process Mining |
| ☐ Best of Breed specialist technologies | ☐ Robotic Process Automation (RPA) |
| ☐ Web-based self service tools | ☐ Workflow Automation |
| ☐ Generative AI | ☐ Proprietary (walled) algorithms |
| ☐ Agentic AI | ☐ Data marketplace (making data available through process/tools; democratization of data) |
| ☐ Intelligent Chatbots | ☐ Data connectivity (technical aspect of enabling marketplace; setting data standards; making data accessible for business partners) |
| ☐ Intelligent Document Processing (IDP) | |
| ☐ Other (please specify) | |

27. 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. AI, 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)

28. How does your GBS **support digital transformation** across the enterprise? Explain by providing several concrete, tactical examples (i.e., with reference to the tools in your digital ecosystem). For example: to strengthen operations, accelerate go to market, improve innovation, improve finance, etc. Please explain in detail.

29. What percentage of your successful automation is OWNED by either your Captive Operations or the BPO (i.e., who drives the innovation/owns the IP)? (mark % captive vs % BPO; if you do not outsource, the option is 100% captive vs 0% BPO. Choose best option)

- | | |
|--|--|
| ☐ 0% captive vs 100% BPO | ☐ 80% captive vs 20% BPO |
| ☐ 20% captive vs 80% BPO | ☐ 95% captive vs 5% BPO |
| ☐ 40% captive vs 60% BPO | ☐ 100% captive vs 0% BPO |
| ☐ 60% captive vs 40% BPO | |

30. Which **traditional Intelligent Automation (IA)** projects – **not including Agentic/Generative AI** – have you applied to drive digital transformation in your GBS? List examples (e.g. “automated reporting”, “chat functionality across 3 functions”...), explain which tools were used, list number of projects completed, and describe the benefits. The answer should be detailed and comprehensive (3-6 paragraphs).

31. Which **Agentic/Generative Artificial Intelligence projects** have you applied to drive digital transformation in your GBS? Please list examples, explain which tools you use, list number of projects completed, and describe the benefits. The answer should be detailed and comprehensive (3-6 paragraphs).

32. **Over the past 12 months/tracked year**, what savings have you gained in average FTE hours per month for the top performing automation project?

- ☐ <50 Hours
- ☐ 50 Hours-<120 Hours
- ☐ 120 Hours-<500 Hours
- ☐ 500 Hours-<1,000 Hours
- ☐ 1,000 Hours-<5,000 Hours
- ☐ >=5,000 Hours
- ☐ N/A

33. **Over the past 12 months/tracked year**, what have been the average cost savings per year (USD) for the top performing automation project?

- ☐ \$0-<\$50,000
- ☐ \$50,000-<\$250,000
- ☐ \$250,000-<\$1,000,000
- ☐ \$1,000,000-<\$5,000,000
- ☐ >= \$5,000,000
- ☐ N/A

34. **Over the past 12 months/tracked year**, what has been the improvement in error rate (%) for the top performing automation project?

- ☐ 1%-<6%
- ☐ 6%-<10%
- ☐ 10%-<15%
- ☐ 15%-<20%
- ☐ 20%-<30%
- ☐ >=30%
- ☐ N/A

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

36. Please check the bodies/roles/functions below that either exist, or for which someone is held accountable within the GBS (select all that apply)

- | | |
|--|---|
| ☐ Chief Experience (EX) Officer | ☐ Automation |
| ☐ Customer Council(s) | ☐ RPA (Robotic Process Automation) |
| ☐ GBS Management Team | ☐ Performance & Report |
| ☐ GBS Executive Board | ☐ Vendor Management |
| ☐ Global Process Owner(ship) Council(s)/Board | ☐ Services Development (new enterprise capability) |
| ☐ GPO | ☐ Strategy |
| ☐ Global PMO Leader | ☐ Transformation |
| ☐ Global Change & Communication Leader | ☐ Transition |
| ☐ Operations/Service Delivery | ☐ Sustainability |
| ☐ Continuous Improvement | ☐ Diversity, Equity & Inclusion |
| ☐ Digital Innovation | ☐ Innovation |
| ☐ AI / Generative AI / Agentic AI | ☐ ESG (environment, social, governance)/CSR
(corporate social responsibility) |

37. For the various **sustainability/ESG initiatives or 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
Diversity, Equity & Inclusion	☐	☐	☐	☐	☐	☐
Environmental How a company safeguards the environment, including corporate policies addressing climate change for e.g.	☐	☐	☐	☐	☐	☐
Social How a company managed relationships with employees, suppliers, customers, and the communities where it operates	☐	☐	☐	☐	☐	☐
Governance How a company is led and managed. Deals with a company's leadership, executive pay, audits, internal controls, and shareholder rights	☐	☐	☐	☐	☐	☐
Other (please specify)						

38. **Over the past 12 months/past calendar year**, what was your biggest achievement in the section covered above (#2. Automation & Enabling Factors)? Explain in detail the major changes/initiatives and the results/benefits. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)

3. TALENT MANAGEMENT

39. What is your GBS talent management strategy? Please explain with reference to **a) attraction, b) retention, c) development of talent** and **d) career progression** both within GBS as well as integration with enterprise functions. How is this supported and encouraged? Please describe with at least a paragraph on each aspect and prove it with at least one KPI (plus value) for each category.

40. What are you doing to create an **exceptional workplace environment** (e.g., flexible work hours/workplaces, cafeteria, childcare/gym/transportation subsidy, mentoring, training, legal support, relocation support, community outreach, etc.) – and how is this transparent/communicated to potential recruits? (max 6 paragraphs)

41. Which of the below statements best defines your GBS?

	Yes	No
GBS is seen as a hub for talent and capability for the enterprise, to get specialized talent/capabilities into the business	☐	☐
GBS is seen as a destination for enterprise talent	☐	☐

42. Please comment on your answers above - e.g., share the % FTEs that move from GBS into the business and/or vice versa, plus give examples.

43. What percentage of GBS staff sit locally/are co-located with the Business Units (but still report to the GBS, with maybe dotted line to business head)? Please comment on this resource decision.

44. What percentage of your global GBS senior management/leadership team (Director/VP/SVP) is **female**?

- ☐ <10%
- ☐ 10%-<40%
- ☐ 40%-<60%
- ☐ 60%-<70%
- ☐ >=70%

45. What percentage of your overall GBS “people leaders” (excluding above senior leadership) is female?

- ☐ <10%
- ☐ 10-<40%
- ☐ 40-<60%
- ☐ 60-<70%
- ☐ >=70%

46. What strategies are you applying to achieve a balanced leadership representation? Please describe in detail the initiatives, who runs/sponsors this initiative, impacts to date – and how the results are actioned.

47. What proportion, roughly, of your overall captive GBS staff sit in low-cost locations (vs higher-cost/onshore)?

48. What are the overall **capabilities/skill levels** (depth & breadth including critical thinking/problem solving/digital/AI skills) 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)

49. Based on your answer above, what actions are you taking to retain/improve/upskill your employees' skills and capabilities?

50. How do you measure the “leadership skills” of your GBS organization, for example their ability to drive engagement, retention, development, upskilling, succession planning, etc.?

51. **What % of GBS employees have a formal training and development plan?**

- | | |
|--------------------------------|--------------------------------|
| ☐ <30% | ☐ 92%-<94% |
| ☐ 30%-<50% | ☐ 94%-<96% |
| ☐ 50%-<70% | ☐ 96%-<98% |
| ☐ 70%-<90% | ☐ >=98% |
| ☐ 90%-<92% | ☐ N/A |

52. Do you have **budget** allocated for **training and other Learning & Development activities**?

- ☐ Yes
- ☐ No

53. 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 1,000 FTEs then normalize to 1,000 (e.g. if you have 500 FTES, then double the amount).

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

54. Do you have an **FTE hours target** allocated for **training and other Learning & Development activities per employee**?

- ☐ Yes
- ☐ No
- ☐ No, but we provide free voluntary trainings through our internal learning platforms
- ☐ No, but we provide free trainings through our internal learning platforms, some of which are mandatory

55. If yes, please provide **training and Learning & Development activities target per employee in FTE hours/year**:

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

56. What is your GBS' annual attrition rate (GBS, **Voluntary** only)?

- | | |
|--------------------------------|--------------------------------|
| ☐ <3% | ☐ 17%-<20% |
| ☐ 3%-<5% | ☐ 20%-<23% |
| ☐ 5%-<8% | ☐ 23%-<26% |
| ☐ 8%-<11% | ☐ >=26% |
| ☐ 11%-<14% | ☐ N/A |
| ☐ 14%-<17% | |

57. Over the **past 12 months/calendar year**, what was your biggest achievement in the section covered above (#3. Talent Management)? Explain in detail the major changes/initiatives and the results/benefits (3-6 paragraphs). (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)

4. SERVICE DELIVERY & IMPACT

58. What best reflects your service delivery model?

- ☐ Delivering services to a single country (single function)
- ☐ Delivering services to a single country (multiple functions)
- ☐ Delivering services to multiple countries (single function)
- ☐ Delivering services to multiple countries (multiple functions)

59. 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

60. What do you perceive to be your **PROCESS maturity level**?
(This should reflect overall 'process maturity,' taking into account scope, efficiency, automation, cost, experience, and E2E; if followed up, you should be able to explain in detail why)

- ☐ Low
- ☐ Medium
- ☐ High
- ☐ Expert

61. How do you define "value" in your GBS? (select all that apply)

- | | |
|--|--|
| ☐ Cost Optimization | ☐ Margin Improvement |
| ☐ Labor Arbitrage & Work Absorption | ☐ Working Capital Improvement |
| ☐ Risk Optimization | ☐ Brand Improvement |
| ☐ Customer Satisfaction | ☐ Growth (volume) |
| ☐ Employee Satisfaction | ☐ Growth (new markets) |
| ☐ Revenue Improvement | ☐ Compliance |

62. What is the size of your GBS budget as a percentage of overall enterprise revenue?

- ☐ <0.1%
- ☐ 0.1%<0.2%
- ☐ 0.2%<0.5%
- ☐ 0.5%<1%
- ☐ 1%<2%
- ☐ 2%<5%
- ☐ 5% or more

63. How has your GBS impacted **Revenue, Margin, Cash and Growth** in the past financial year? For EACH of these core business results, please list & explain your top drivers for delivering improvements and quantify the impact (over the last financial year). Define the metrics used to calculate this value. Please write 1 paragraph on each. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)

64. In addition, please share **specific, measurable impacts** GBS has had on the **top line/enterprise view** of 1) financial returns, 2) improvements in customer satisfaction, 3) productivity, 4) revenue growth, 5) ability to integrate acquisitions. (This should be traceable performance impact that matters to your board). Please list the actual metrics (including definitions and values) for each of the above listed topics. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)



65. What **strategic and tactical key indicators** do you use in GBS? Please list three, including definitions/descriptions, as well as the values/levels you have achieved. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)



66. Does your GBS measure/manage **Total Working Capital/Cash**? If yes, please explain briefly how, and list values/results. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)

- ☐ No
- ☐ Yes (please explain)



67. Do you measure your **customers' satisfaction** for GBS services?

- ☐ No we do not measure customer satisfaction
- ☐ Yes we measure customer satisfaction (please select the score below)

68. If yes, select your **Net Promoter Score (NPS)** or convert your metric into **NPS equivalent**. (NPS measures customer satisfaction (based on recommendations) on a scale of 0-10. Customers are divided into 3 categories: 0-6 are Detractors; 7-8 are Passives; and 9-10 are Promoters.)

NPS= (No. of Promoters - No. of Detractors)/Total No. of respondents x 100

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

Comments (if any)

69. Over the **last 12 months/past calendar year** what was your GBS’ biggest achievement in the section covered above (#4. Service Delivery & Impact). Explain in 3-6 paragraphs the major changes/initiatives and the results/benefits achieved. (You may attach slides for additional insights or as an alternative to writing your answers out but the answer should be clearly defined and easily visible.)

70. Would you like to receive a complimentary insights pack, featuring aggregated and anonymized benchmark slides that highlight how leading GBS organizations are performing across some of the key dimensions highlighted in this survey?

- ☐ Yes
- ☐ No, not at this time

If yes, please enter your email address

71. Would you like to learn more about a **tailored deep dive analysis** comparing your performance to a) top 5 ranked GBS; and b) all other GBS; as a result of this research? The discussion is hosted by one of the "World's Best GBS" judges and you can include your leadership team. (Note: fee applies)

- ☐ Yes
- ☐ No, not at this time

If yes, please enter your email address



SSON Research & Analytics' World's Best Global Business Services 2027 -
Application Form

Review Your Application

Your responses are saved. Please click "Previous" to review/edit your responses. To submit your application, please click "Next". All submissions are final - please ensure you have checked all answers.



SSON Research & Analytics' World's Best Global Business Services 2027 -
Application Form

Application Submitted!

Thank you for participating in our GBS benchmarking study and Award application. Shortlisted candidates for the World's Best GBS Award 2027 will be contacted for a 30 minute interview as part of the evaluation process.

The winner of the World's Best GBS Award 2027 will be announced at SSON's 2026 global flagship events: SSOW North America (March 2027, Orlando), SSOW Europe (May 2027, Lisbon) and SSOW Asia (October 2027, Singapore). The winner will be contacted beforehand and will be broadly profiled via SSON channels (website, events) as well as externally (social media etc.).

If you have any questions, please contact info@sson-analytics.com with subject line 'GBS Benchmarking Study 2027'.

