

NEW: SSON Research & Analytics' World's Best Global Business Services
2026 - Application Form

SSON Research & Analytics is pleased to announce the 2026 World's Best GBS Award is open for application. All GBS applicants who fill out the survey questionnaire will be considered for the award, and can sign up for a tailored benchmark analysis to see how they compare with their GBS peers as well as top-ranked GBS.

The survey focuses on four key areas:

- 1. GBS Model Evolution & Complexity**
- 2. Automation & Enabling Factors**
- 3. Talent Management**
- 4. Service Delivery & Impact**

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

Note: In some instances, we offer the option of attaching a slide to your application as an alternative to writing out the answer to a specific question. If you choose that option, please email these 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 2025 - 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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Latin America/South America	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Western Europe (including the UK)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Central and Eastern Europe	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asia (excluding Middle East, India and China)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
South Africa	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Rest of Africa (excluding South Africa)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Middle East	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
India	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
China	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Russia	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Australia, New Zealand, and Pacific Islands	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Benefits Administration	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time-to-Pay / Payroll	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Talent Management (Strategic Workforce Planning, Recruiting)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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

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

Content Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Events Management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Labs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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?

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

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

- | | | |
|-------------------------|-------------------------|---------------------------|
| <input type="radio"/> 1 | <input type="radio"/> 5 | <input type="radio"/> 9 |
| <input type="radio"/> 2 | <input type="radio"/> 6 | <input type="radio"/> 10 |
| <input type="radio"/> 3 | <input type="radio"/> 7 | <input type="radio"/> 11+ |
| <input type="radio"/> 4 | <input type="radio"/> 8 | |

21. How many legal entities do you service?

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

22. How many languages do you provide services in?

- ☐ 1-10
- ☐ 11-20
- ☐ 21-30
- ☐ 30+

23. What was your biggest achievement in the category covered above (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

24. 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%)

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

- | | |
|--|--|
| <input type="checkbox"/> Analytics | <input type="checkbox"/> Intelligent Document Processing (IDP) |
| <input type="checkbox"/> Artificial Intelligence (AI) | <input type="checkbox"/> Low-code Automation Platform |
| <input type="checkbox"/> Blockchain | <input type="checkbox"/> Machine Learning (ML) |
| <input type="checkbox"/> Business Process Management (BPM) | <input type="checkbox"/> Machine Vision |
| <input type="checkbox"/> Cloud Platform | <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"/> Cognitive Machine Reading | |
| <input type="checkbox"/> Data Mining | <input type="checkbox"/> Natural Language Processing (NLP) |
| <input type="checkbox"/> Data Visualization Tools | <input type="checkbox"/> Optical Character Recognition (OCR) |
| <input type="checkbox"/> ERP Platform | <input type="checkbox"/> Process Discovery |
| <input type="checkbox"/> Best of Breed specialist technologies | <input type="checkbox"/> Process Mining |
| <input type="checkbox"/> Web-based self service tools | <input type="checkbox"/> Robotic Process Automation (RPA) |
| <input type="checkbox"/> Generative AI | <input type="checkbox"/> Workflow Automation |
| <input type="checkbox"/> Agentic AI | <input type="checkbox"/> Data marketplace (making data available through process/tools; democratization of data) |
| <input type="checkbox"/> Intelligent Chatbots | <input type="checkbox"/> Data connectivity (technical aspect of enabling marketplace; setting data standards; making data accessible for business partners) |

☐ Other (please specify)

26. 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)

27. 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.

28. 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)

- | | |
|--|--|
| <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 | |

29. Which **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).

30. 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).

31. **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

32. **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

33. **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

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

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

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

36. 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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental 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"/>
Social 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"/>
Governance 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)	<div></div>					

37. **Over the past 12 months/past calendar year**, what was your biggest achievement in the category covered above (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

38. 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.

39. 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)

40. 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	<input type="radio"/>	<input type="radio"/>
GBS is seen as a destination for enterprise talent	<input type="radio"/>	<input type="radio"/>

41. 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.

42. 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.

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

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

44. What strategies are you applying to improve/maintain your female leadership representation? Please describe in detail the initiatives, who runs/sponsors this initiative, impacts to date – and how the results are actioned.

45. What **proportion of your overall service delivery/operational output** (i.e., your overall workload) does your **captive** GBS supply (vs outsourcing)?

- ☐ <20%
- ☐ 20%<40%
- ☐ 40%<80%
- ☐ >=80%

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

47. What are the overall **capabilities/skill levels** (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)

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

49. How do you measure the “softer” elements of your GBS leadership team, for example their ability to drive engagement, retention, development, succession planning, etc.?

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

- | | |
|--------------------------------|--------------------------------|
| <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 |

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

- ☐ Yes
- ☐ No

52. 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

53. 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

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

- | | |
|-----------------------------|-----------------------------|
| <input type="radio"/> 1-20 | <input type="radio"/> 61-80 |
| <input type="radio"/> 21-40 | <input type="radio"/> 80+ |
| <input type="radio"/> 41-60 | <input type="radio"/> N/A |

55. What is your GBS’ annual attrition rate (GBS, **Voluntary** only)?

- | | |
|--------------------------------|--------------------------------|
| <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% | |

56. Over the **past 12 months/calendar year**, what was your biggest achievement in the category covered above (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

57. 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)

58. 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

59. 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

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

- | | |
|--|--|
| <input type="checkbox"/> Cost Optimization | <input type="checkbox"/> Margin Improvement |
| <input type="checkbox"/> Labor Arbitrage & Work Absorption | <input type="checkbox"/> Working Capital Improvement |
| <input type="checkbox"/> Risk Optimization | <input type="checkbox"/> Brand Improvement |
| <input type="checkbox"/> Customer Satisfaction | <input type="checkbox"/> Growth (volume) |
| <input type="checkbox"/> Employee Satisfaction | <input type="checkbox"/> Growth (new markets) |
| <input type="checkbox"/> Revenue Improvement | <input type="checkbox"/> Compliance |

61. 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

62. 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.)

63. In addition, please share **specific, measurable impacts** GBS has had on 1) financial returns, 2) improvements in customer satisfaction, 3) productivity, 4) market 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.)

64. 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.)

65. 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)

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

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

If yes, list 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.)

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

Answers should fall into these categories:

<0 (negative)
0-<20
20-<40
40-<60
>=60

67. Over the **last 12 months/past calendar year** what was your GBS' biggest achievement in the category covered above (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.)



NEW: SSON Research & Analytics' World's Best Global Business Services
2026 - 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.

NEW: SSON Research & Analytics' World's Best Global Business Services
2026 - 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 2026 will be contacted for a 30 minute interview as part of the evaluation process.

The winner of the World's Best GBS Award 2026 will be announced at SSON's 2026 global flagship events: SSOW North America (March 2026, Orlando), SSOW Europe (May 2026, Lisbon) and SSOW Asia (October 2026, 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 2026'.