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MAY 2025



AR TRENDS & INSIGHTS

MARKET REPORT 2025



Table of Contents

The Role of AR in Shared Services	3
The Fundamentals of AR Excellence	4
Transforming O2C: A Journey to Excellence (Case Study)	11
Key AR Trends for 2025	13
Overview: The Future of AR in 2025	19



Beth Brown

Conference Producer & Junior Editor
SSON Digital

The Role of AR in Shared Services

The Accounts Receivable (AR) process is key in managing an organization's financial health. AR teams oversee incoming cash flow, ensure timely collections, minimize bad debts, and identify potential risks. However, AR is becoming increasingly complex as teams adapt to shifting economic conditions, digital transformation, and rising customer expectations.

Although navigating volatility has long been a driver for AR teams, the first quarter of 2025 seems to be a prelude to a period of particularly high economic uncertainty. For example, the [OECD Economic Outlook, Interim Report March 2025](#), predicts a 0.25% decline in global GDP and almost 0.4% consumer price inflation due to recent trade tariffs and fragmentation, global inflation pressures, and widespread declining GDP growth.

In this digital era, finance teams are increasingly expected to "do more with less." AR is no exception,

as teams must streamline processes while navigating an unpredictable global economy. While automation offers new levels of efficiency, it has also raised customer expectations, making digital transformation not a choice but a necessity for remaining competitive.

For similar reports examining the future of finance teams, it is tempting to delve into the new and different; however, without a strong foundation, innovations such as AI are unlikely to achieve the anticipated results. As such, this report will explore the fundamentals of AR excellence, emphasizing the importance of a solid foundation for navigating challenges and ensuring long-term success. Only then will we look to the future by examining the top AR trends for 2025, creating a comprehensive guide to help future-proof AR and maintain agility in these uncertain times.



The Fundamentals of AR Excellence



The Three Pillars of AR

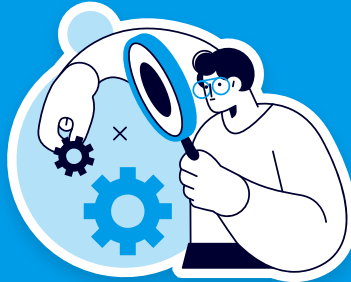
AR excellence can be broken down into three key pillars:

People



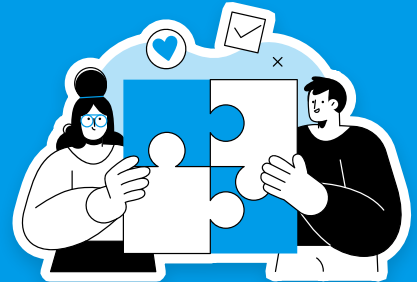
- 1 **Talent acquisition and retention:** Hire and retain skilled professionals.
- 2 **Continuous development:** Implement training and upskilling programs.
- 3 **Customer-centric approach:** Understand customer needs to enhance the AR process.

Processes



- 1 **Automation:** Streamline repetitive tasks to reduce manual errors.
- 2 **System integration:** Integrate AR with ERP systems for seamless data flow.
- 3 **Efficiency optimization:** Minimize turnaround times.

Partnerships



- 1 **Cross-functional collaboration:** Work between departments to meet AR goals.
- 2 **Alignment with business objectives:** Ensure AR strategies align with organizational goals.
- 3 **Resource sharing:** Promote cross-department knowledge sharing.



Data Quality

Beyond these key factors, robust data management is crucial to achieving excellence in AR. For example, accurate and reliable data supports effective credit management, which is key for the wider enterprise's success.

"If the Finance ERP is the foundation, the robust base upon which everything gets built, then the data is the building blocks with which finance and the wider enterprise can build robust structures for internal and external reporting."

Paul Rodwell, Former SVP Finance Transformation, Experian

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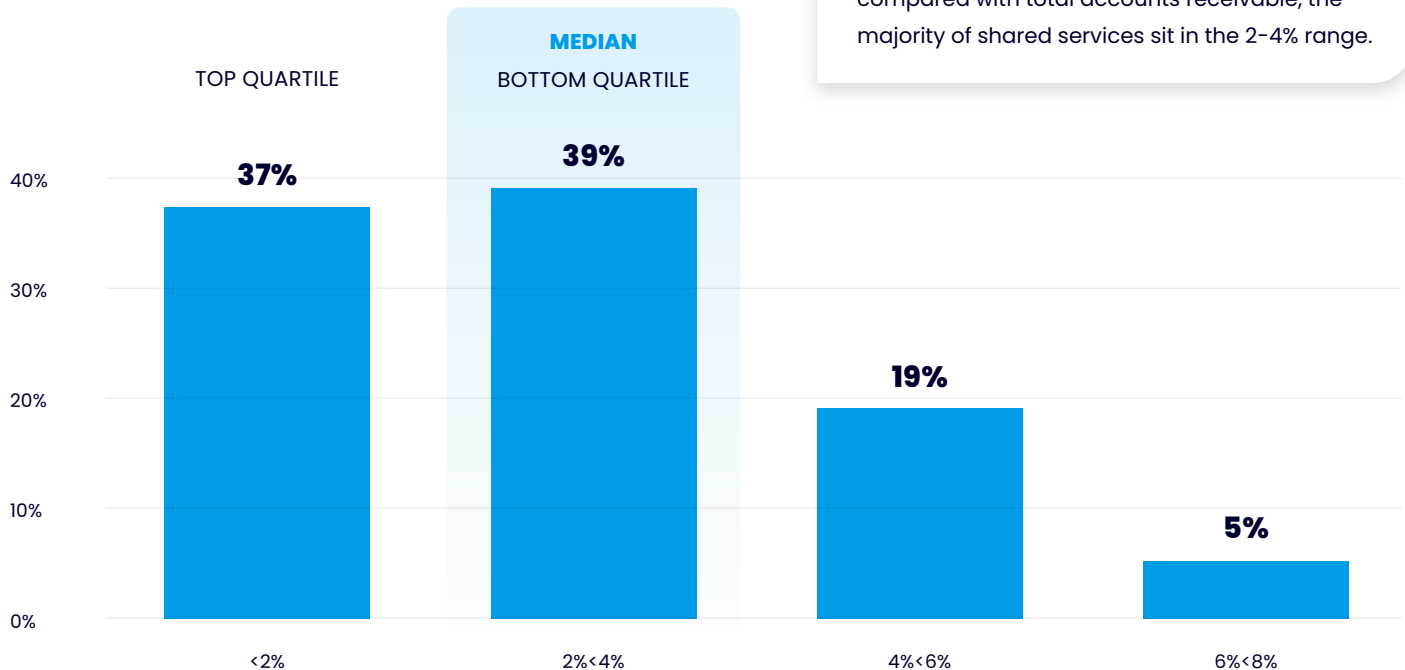
Strong data management can also alleviate unapplied cash in AR. High levels of unapplied cash usually indicate payments are not correctly matched to invoices, which can be due to data entry errors, missing/incorrect invoice numbers, or poor transparency between departments.

According to SSON Research & Analytics, the average level of unapplied cash in the GBS industry is between 2% and 4% of total AR. While this is relatively strong, it indicates room for improvement. Around a quarter of respondents reported that their unapplied cash accounts for at least 4% of total AR.

Overall, nearly two-thirds of organizations face inefficiencies in applying cash to invoices, indicating a need for improving AR data.



Unapplied cash as a % of total A/R



Source: SSON Research & Analytics Metric Benchmarker

continued

Data Quality Challenges & Best Practices

Challenge	Impact	Best Practices
Outdated or incorrect customer information.	Delays in invoicing. Increased Disputes. Reduced customer satisfaction.	Regular data validation. Customer onboarding checks.
Missing or duplicate invoices.	Increased disputes. Increased manual work for the team.	Introduce an invoice approval workflow. Transition to digital invoices.
Inconsistent data formats across systems.	Complicates reporting and data analysis.	Standardize data entry and enforce data input rules. Regular validation checks.
Lack of payment reconciliation.	Struggle to find discrepancies. Reduced visibility into cash flow.	Automate the reconciliation process.



End-to-End Visibility AR Integration with Wider ERP Systems

Another key factor to AR excellence is strong integration with wider ERP systems. This ensures seamless data flow between departments and reduces the need for manual intervention, which minimizes errors and inconsistencies. Key benefits include:

- 1 Improved Forecasting:** Identify high-risk customers & improve payment forecasting.
- 2 Automated Workflows:** Streamline invoice processing, collections, and reporting.
- 3 Enhanced Visibility:** Provide CFOs with key insights via centralized AR-ERP integration.
- 4 Faster Decision-Making:** Real-time updates lead to timely strategic planning.
- 5 Eliminated data siloes:** Increased transparency allows for better cross-department collaboration.

“Just as it is difficult, if not impossible, to build a house on unsteady, uneven, disparate or multiple foundations, it is difficult to build an effective finance reporting and data ecosystem on multiple disparate ERPs”

Paul Rodwell, Former SVP Finance Transformation, Experian

continued

Data Quality Challenges & Best Practices

Challenge	Impact	Best Practices
ERP systems may have varying structures and integration protocols.	Data inconsistencies can lead to inaccurate reporting. Higher costs and longer timeline to integrate.	Standardized API integration. Leverage integration platforms that simplify communication between AR and ERP systems.
Legacy ERP systems may not support modern automation tools.	Scalability issues. Limitation of AR workflow improvements.	Automate with middleware or add-ons. Consider a cloud-based AR solution.
Many ERP systems require significant customization to support AR-specific workflows.	It can be time-consuming and delay integration.	Adopt a phased approach to AR integration. Use configurable solutions.
Need to ensure compliance with financial regulations (e.g. SOX, GDPR, IFRS) while integrating data securely.	Increased risk of penalties and reputational damage for non-compliance.	Regular system audits. Compliance checks during the integration process. Leverage data encryption.



Global Process Ownership

Beyond this, end-to-end (E2E) visibility can be achieved by leveraging a Global Process Owner (GPO) for the entire Order-to-Cash (O2C) process.

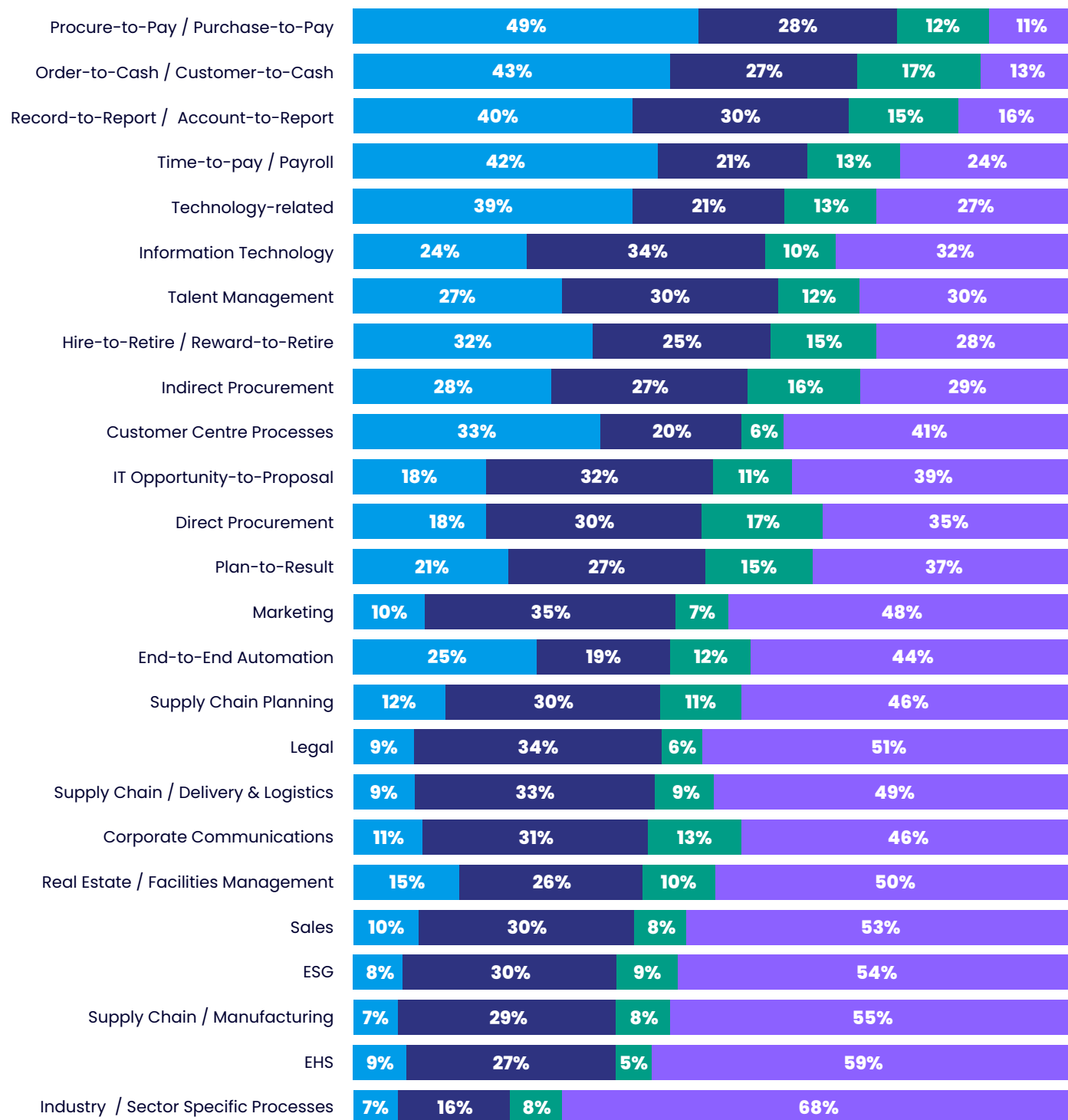
According to the [State of the Shared Services & Outsourcing Industry Global Market Report 2025](#), 70% of organizations leverage an O2C GPO, highlighting that E2E visibility within AR is a strategic priority for GBS leaders.



continued

Global Process Ownership

- Yes it exists, and the GPO sits in the SSO/GBS
- Yes it exists, and the GPO sits in the business
- Not yet but planning to
- No



Source: State of the Shared Services & Outsourcing Industry Global Market Report 2025

continued

Key benefits of a GPO include:

- 1 Standardization and Alignment:** The GPO ensures that the process is aligned with the wider enterprise and ERP systems.
- 2 Process Optimization:** The GPO is responsible for optimizing processes before integration into the ERP system, ensuring the process is as efficient as possible.
- 3 Cross-Functional Collaboration:** The GPO can help facilitate collaboration across different functional teams to ensure seamless integration.
- 4 Governance and Compliance:** The GPO ensures the integrated O2C process meets legal or regulatory requirements.

The O2C GPO and ERP integration helps ensure the process is effectively mapped and optimized to promote E2E visibility. This holistic approach enhances operational efficiency and supports long-term business growth by improving financial health and customer satisfaction.



Managing Global & Economic Situations

AR teams also face the challenge of managing financial operations amidst a volatile, uncertain, complex, and ambiguous (VUCA) landscape. Global and economic fluctuations, including political shifts, economic slumps, and changes in international trade regulations, directly impact AR operations.

To remain competitive, AR teams must quickly adapt to these conditions, ensuring efficient cash flow management while maintaining strong stakeholder relationships. By embracing agility, AR teams can weather economic storms and position themselves for long-term success. Best practices for remaining flexible in the face of uncertainty include:

- 1 Adaptable Credit Policies:** Regularly adjust credit terms to balance risk and customer support.
- 2 Diversified Payment Options:** Offer multiple payment methods to accommodate fluctuating customer conditions.
- 3 Data-Driven Forecasting:** Use real-time data to model economic scenarios.
- 4 Continuous Monitoring:** Stay updated on external and internal factors for timely adjustments.
- 5 Strong Customer Relationships:** Foster open communication to ensure loyalty during tough times.



QTC Global Process Owner Top Tips:

SSON asked our expert members their thoughts on navigating uncertainty. Here are some top tips from a QTC Global Process Owner:

"Initiate frequent payment reminders and Automated Dunning. Ensure you have progressively persuasive payment communications and reminders. Use leverage but only when necessary, by firmly communicating with accounts that are in danger of service disruption/garnishment [...]"

"Initiate account-level reviews between Collections, Sales, and Finance teams for rolling and proactive pre-delinquency reviews. Use these meetings to surface any / all issues with invoice generation and ensure invoices are sent timely."

"Communicate often and openly with your largest / most strategic customers. If you don't already have solid relationships here, get to building them- quickly. Work with the customers to ensure you avoid payment slippage, and where possible accelerate payments (if and as needed)."

continued

5 Key Economic Factors Impacting Your AR Team in 2025

Factor	Impact	Examples
Inflation	Increased costs for customers may affect payment behaviors. Customers might delay payments or struggle to meet higher payment obligations. This unpredictable customer behavior may impact the accuracy of forecasts.	January 2025: Hungary's inflation rate is 5.7%, over double that of the EU average.
Global Trade Disruptions	Delays in deliveries or reduced ability to fulfill orders. This in turn can delay/ reduce customer payments, altering cash flow.	March 2025: Houthi attacks on Red Sea shipping led to vessels rerouting around Africa- increasing transit times and costs.
Tax Policy Changes	This may impact how much businesses need to charge their customers. If tax rates increase, customers may face higher bills, impacting their ability to pay on time.	February 2025: The US imposed 10% blanket tariffs on China, and a global 25% tariff on steel and aluminum imports.
Regional Conflicts	Business operations are disrupted, especially for those with international customers and supply chains. This can result in payment delays, non-payment, or a complete loss of customers in affected regions.	The war in Ukraine has reduced the country's GDP by ~20%.
Exchange Rate Fluctuations	Affects the value of international transactions. If the currency in which a business is paid devalues against its home currency, the company may receive less value than expected, impacting cash flow and profitability.	March 2025: GBP fell after January GDP of -0.1%, despite predictions for growth of 0.1%.

Top 5 AR Metrics to Track



Credit Management

Evaluate how well credit is extended and managed.



Days Sales Outstanding (DSO)

Measures the average time to collect receivables.



Best Possible DSO

The lowest achievable DSO under optimal conditions.



AR Aging Reports

Categorizes outstanding receivables based on time overdue.



Average Time on Disputes

Measures the time taken to resolve billing disputes.

CASE STUDY

Transforming O2C: A Journey to Excellence

Medical technology company unlocks payments efficiencies with FIS GETPAID

Client

A global leader in medical technology, committed to designing and manufacturing products that help people live without limits, undertook a transformative initiative to enhance their Order to Cash (O2C) process. This organization supports healthcare professionals by providing advanced wound management, orthopaedic and trauma equipment and sports medicine products to meet broad and complex clinical needs.

With operations spanning over 100 countries and 2022 revenues of US\$5.4 billion, the company launched a comprehensive plan designed to strengthen, accelerate, and transform its business for growth. Within this plan, the Order to Cash Excellence initiative was developed to address and improve the end-to-end O2C process.



Challenges

The company faced several challenges in its O2C process:

Customer dissatisfaction: Customer satisfaction was not measured objectively, relying instead on anecdotal evidence.

Inefficient processes: O2C processes were slow, costly, and heavily reliant on manual work, with a 10-20% efficiency gap compared to peers.

High aged receivables: Days Sales Outstanding (DSO) exceeded 72 days and continued to grow over two years.



The Solution

To overcome these challenges, they implemented FIS® GETPAID, a fully integrated credit-to-cash management solution. Embedded artificial intelligence across the entire process enabled sophisticated automation and workflow, ultimately delivering unmatched efficiency. GETPAID, part of FIS Automated Finance Receivables Automation suite, equips the office of the CFO with visibility, automation, and AI-driven tools to increase cash flow and minimize risk.



Primary Business Objectives

- ✓ Increase customer satisfaction
- ✓ Reduce the cost to serve
- ✓ Unlock working capital by improving O2C efficiency and effectiveness

A Comprehensive Approach to Excellence

The organization's mission was to optimize working capital, deliver process efficiency, and provide a high-quality customer experience. Through collaboration with business partners, process automation, and an engaged and capable team, they enacted a unified O2C program, consisting of four key initiatives that included:

- 1 **Integrated customer contact center**
- 2 **Order and invoice excellence**
- 3 **Collections and disputes excellence**
- 4 **Credit and cash application excellence**

continued

With GETPAID, the company reduced manual tasks like matching payments to remittances and clearing invoices. Additionally, the platform's AI-driven engine assessed and predicted future credit risks and collection risks, automatically directing strategic actions. It also helped identify, assign, notify, and escalate disputes, reducing bad debt expenses and write-offs.



Results and Impact

The company's strategic focus on DSO, customer satisfaction, and cost to serve yielded substantial results, including:

Reduced DSO: A 7.6-day reduction in DSO compared to December 2022, resulting in a ~\$125 million cash inflow. Overdue accounts receivable also decreased by \$39 million in 2023.

Improved customer satisfaction: The Q4 2023 CSAT survey reported significant improvements, with a total score of 2.9, up from 2.1 in Q4 2022. Customers expressed higher satisfaction with ordering, delivery, and service processes.

Efficient cost to serve: The year-to-date cost to serve was in line with the target of 0.82%, with customer care and O2C finance exceeding cost-saving objectives.

Through its Order to Cash Excellence Initiative, this global medical technology leader successfully enhanced customer satisfaction, cash flow, and operational efficiency. By leveraging advanced AI solutions and fostering a metrics-driven culture of improvement, the company transformed the O2C process and strengthened its ability to serve healthcare professionals and patients worldwide.

Learn more about Embracing the Future of Bill Payments here

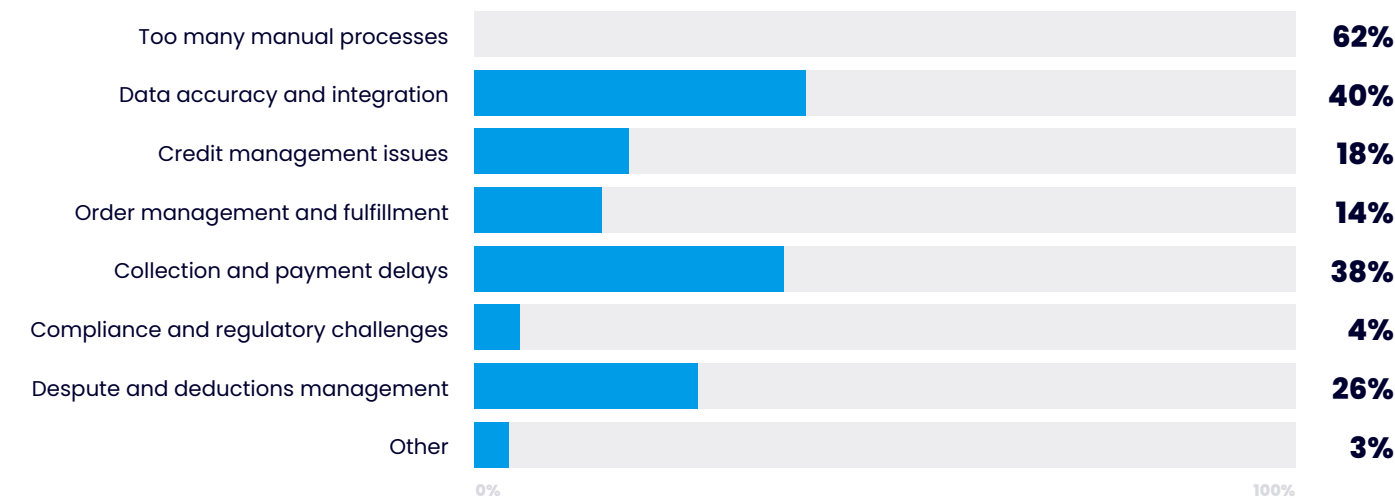


Key AR Trends for 2025

Data collected by SSON Digital reveals the top priorities for O2C teams in 2025, with an increase in automation being the number one target. This reflects the key challenges we identified at the 2024 Future of Order-

to-Cash Virtual Summit: with manual processes, data accuracy, and collection delays being the top challenges for teams. As such, 2025 emerges as the year for AR automation and digitization.

What are your biggest O2C challenges?



Source: Data collected at SSON Digital's Future of O2C Virtual Summit

Now that we have established the fundamentals of what good looks like in AR, let's explore the trends shaping the future of AR.



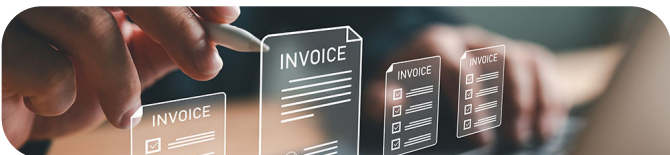
Digitizing Payments

The Rise of Real-Time Payments

Real-time payments are revolutionizing how businesses manage cash flow. Unlike traditional payment systems, they provide immediate fund transfers, which enhances liquidity for organizations. This accelerated process improves financial efficiency by enabling faster cash conversion, reducing reliance on credit lines, and enhancing financial planning. By integrating real-time payment systems, businesses can optimize their AR processes, ensure quicker collections, and make informed decisions based on real-time financial data.

Digital Wallets & Alternative Payment Methods

Next, digital wallets such as Apple Pay, Google Pay, and PayPal have significantly transformed the finance landscape for both businesses and consumers. Customers increasingly prefer the convenience and security offered by these options, and companies are responding by integrating them into their payment systems to facilitate smoother, faster transactions.



continued

However, with increased reliance on online payment channels, businesses need to implement robust security measures to safeguard against potential risks. Organizations need to balance the convenience of digital payment adoption with the need for cybersecurity protocols to protect both customer data and financial transactions.

Flexible Payment Terms

Finally, the traditional approach to invoicing is being replaced by more flexible models. AI-driven payment terms, based on customer creditworthiness, are becoming more common, allowing businesses to adjust payment schedules in real-time based on a customer’s financial behavior. This shift enables companies to offer customized payment plans that improve customer satisfaction and ensure timely collections.

Other examples of flexible payment options include subscription billing and usage-based billing. By leveraging recurring/ usage-based pricing, AR teams can benefit from a more predictable cash flow. However, the AR process does become more complex, so implementing more advanced tracking and automated invoicing systems is key.

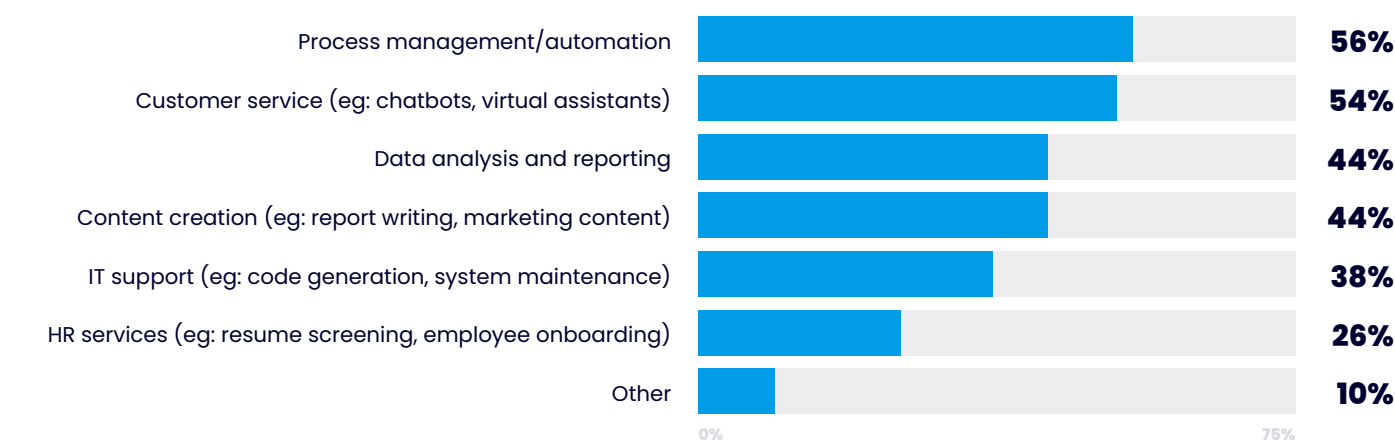
AI-Powered O2C

As with all facets of the GBS industry, AI has the potential to completely transform finance. Data collected by SSON Digital reveals that 15% of organizations already leverage generative AI in some capacity within O2C, with a further 40% planning to implement it in the next year.

Beyond this, data from SSON Research Analytics highlights that most current applications of generative AI reside in process management. Automating a process E2E is where shared services are seeing their biggest wins. Considering 71% of shared services offer O2C, making it the second most widely offered process, we can expect generative AI to revolutionize AR processes.



Where are you currently deploying generative AI?



Source: State of the Shared Services & Outsourcing Industry Global Market Report 2025

continued

AI-Powered Fraud Detection

Let's take the example of fraud detection to highlight how AI can support AR teams end-to-end.



Customer Onboarding

- ✓ **Predictive Credit Scoring:**
AI evaluates potential customers' financial histories and payment behaviour, reducing the risk of extending credit to high-risk customers.
- ✓ **Early Risk Detection:**
Before even accepting new customers, AI can assess the likelihood of them becoming high risk and prevent onboarding risky clients.



Invoice Creation & Distribution

- ✓ **Invoice Validation:**
AI checks for any discrepancies in invoice data such as mismatched amounts, duplicate invoices, or fraudulent account numbers to ensure invoices are legitimate before they are sent out.



Payment Collection

- ✓ **Early Warning Alerts:**
AI notifies the AR team of high-risk accounts with a history of delayed or fraudulent payments, allowing them to take preventative actions, such as adjusting credit terms or requesting more secure payment methods.



Transaction Monitoring

- ✓ **Anomaly Detection:**
As payments start coming in, AI monitors transactions in real time and flags any suspicious activity, such as large payments or transactions from atypical locations or accounts.



Scenario Modelling & Forecasting

- ✓ **Scenario Modelling:**
AI simulates different payment behaviours to predict cash flow more accurately.
- ✓ **Automated Cash Flow Predictions:**
AI predicts when cash is expected based on historical data, seasonal trends and customer behaviour.



Post-Transaction

- ✓ **Automated Dispute Resolution:**
AI can identify trends in disputes (eg: customers frequently disputing invoices) that could signal systemic issues or fraudulent activities.
- ✓ **Payment Trends Analysis:**
AI analyses patterns in payment behaviour, looking for shifts in patterns that may

continued



Proactive Revenue Management

In an era where timely and accurate cash flow management is crucial for business sustainability, leveraging real-time, and potentially AI-powered, analytics allows companies to shift from a reactive to a proactive approach. For example, proactive revenue management enhances organizations' ability to manage outstanding payments, track cash flow, and improve revenue generation.

Let's break down proactive revenue management further:

Overdues Tracking

By leveraging automated alerts for aging receivables, businesses can reduce the risk of revenue leakage. This allows AR teams to take immediate action when payments are overdue and ensures businesses can resolve payment issues faster. This in turn reduces the overall aging of accounts and improves cash flow management.

Cash Flow Optimization

Dashboards that provide real-time insights regarding payments gives the AR team a clear picture of their financial health. With this visibility, organizations can more accurately forecast cash flow, adjust strategies when necessary, and make more informed decisions about spending/investment. This level of transparency helps businesses mitigate financial risks and ensures they are better prepared for any unexpected challenges.

AI-Powered Revenue Management

The use of AI-powered tools in automated reconciliation can also help AR teams save time and reduce manual intervention. Traditionally, reconciliation has been a time-consuming task that often leads to delays and errors. By automating this process, companies can quickly reconcile payments and invoices, freeing up resources for more strategic projects.

Dynamic DSO Tracking

Finally, DSO tracking is evolving from a static metric to a more dynamic, real-time monitoring tool. In the past, companies would only track DSO at the end of the quarter/year, often missing opportunities to address potential issues in a timely manner. However, with real-time DSO tracking, businesses can continuously monitor the health of their AR and act when needed.

By leveraging advanced technologies like real-time analytics, AI, and dynamic DSO tracking, companies can streamline their AR process, reduce risks, and remain agile. This proactive approach not only enhances financial stability but also helps businesses thrive in an increasingly competitive and fast-paced market.



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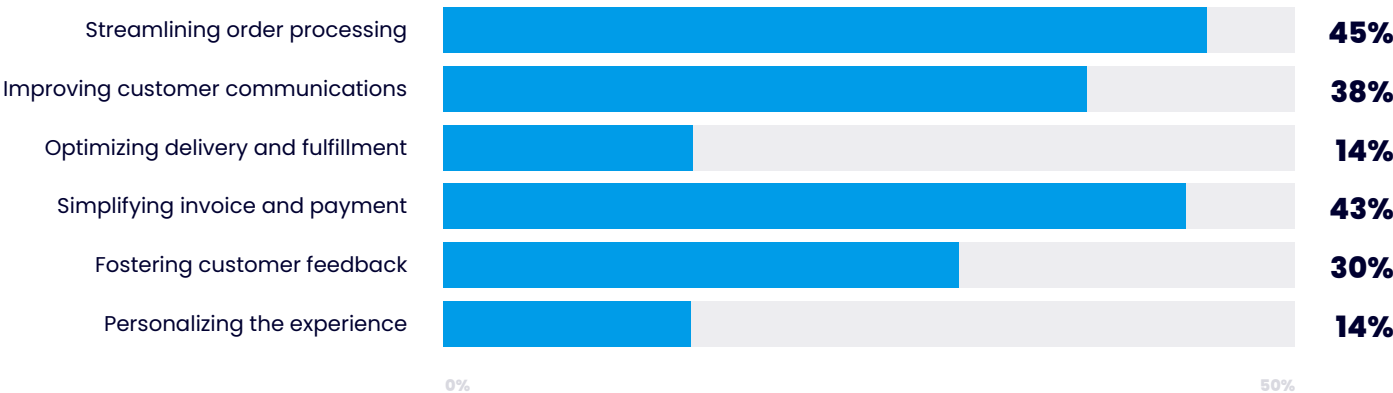
Customer-Centric
Collection Strategies

Service excellence is a key pillar of shared services, and Customer Experience (CX) continues to be a priority for GBS teams. Providing good CX can be difficult for AR teams who are trying to chase payments; however, research shows that modern AR teams are seeing its value.

Data collected at The Future of Order-to-Cash Virtual Summit 2024 revealed how O2C professionals are prioritizing customer-centricity. Streamlining order processing, improving communications, and simplifying payment methods emerge as the top CX strategies within O2C.



What steps have you taken to improve CX in your O2C process?



Source: Data collected at SSON Digital's Future of O2C Virtual Summit

Considering the customer within the AR process is key as maintaining strong stakeholder relationships is crucial. Delays in AR processes can cause frustration for customers and negatively impact the business brand.

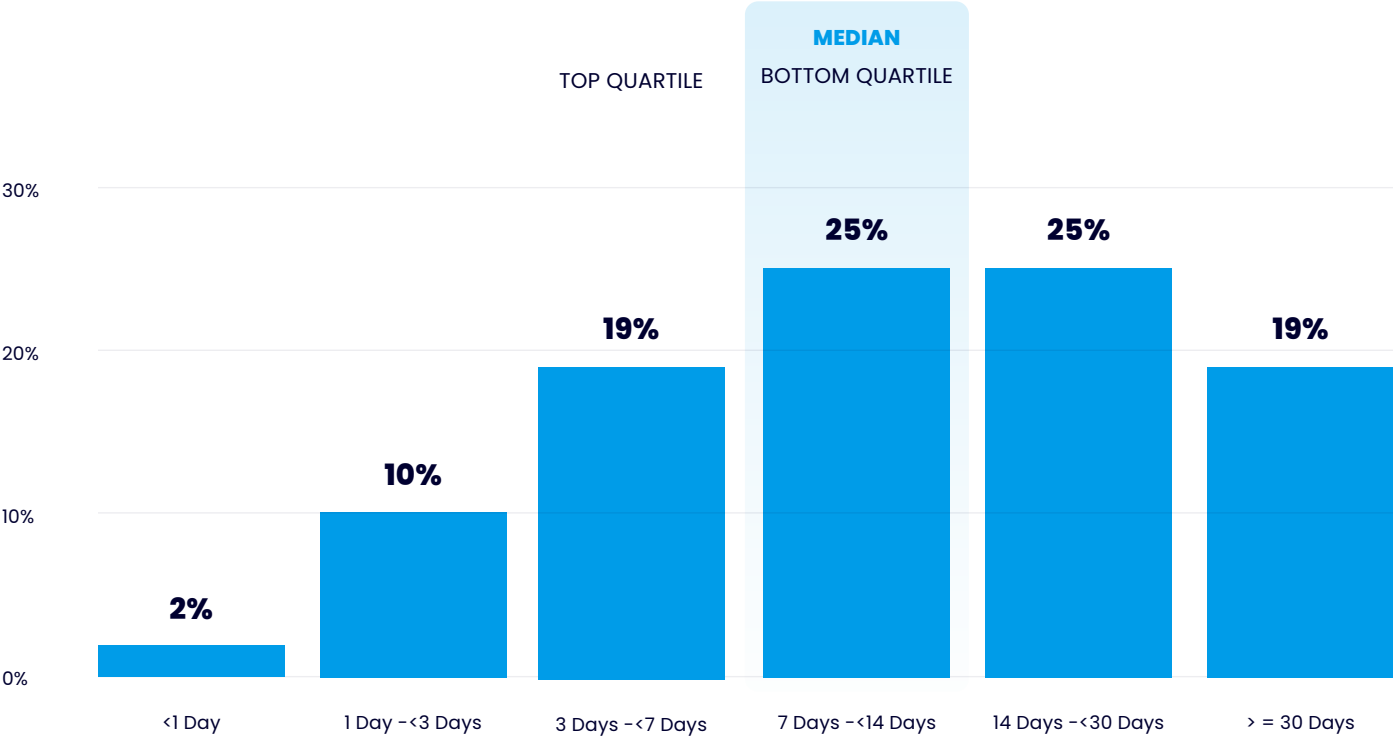
In fact, SSON Research & Analytics data highlights a key area of negative CX, the amount of time to resolve invoice disputes. Just 2% of organizations resolve disputes in one day or less, and a quarter of businesses

take between 7 and 14 days to resolve disputes. Another quarter takes 14 to 30 days. These delays are typical of the industry but could negatively impact CX and satisfaction.

However, almost 20% of businesses take over 30 days to resolve invoice disputes, flagging a key issue. This implies a negative customer journey, leading to frustration and a potential loss of business. So, how can AR teams elevate their CX?

continued

Number of days to resolve an invoice dispute



Source: SSON Research & Analytics Metric Benchmarker

Examples of Customer-Centric AR



Self-service portals: Customers can view invoices, make payments, and manage disputes online.



Automated Payment Reminders: Personalized notifications improve collection efficiency.



Omnichannel Communication: Email, SMS, and chatbot-based collection strategies for better engagement.



Customizable Payment Plans: AI-driven recommendations for flexible repayment options.



AR Support: Customers can access AR-guided instructions for troubleshooting issues with products.



Real-Time Inventory Tracking: AR platforms allow customers to check product availability in real-time.



Customer Feedback Integration: Feedback tools let customers interact directly with products and provide immediate insights.

OVERVIEW:

THE FUTURE OF AR IN 2025

The future of AR is anchored in digital transformation, strategic insights, and customer-centricity. However, to succeed, businesses must perfect the fundamentals of AR before looking to increased digitization. Ensuring robust data quality, integration with the wider enterprise, and effectively navigating economic/political fluctuations is the foundation to positioning AR as a strategic branch of a GBS.

For future-ready AR professionals, the key to thriving lies in the team's agility and leveraging innovative tools. AR is evolving from traditional collections into predictive financial intelligence, using AI and real-time analytics to optimize cash flow and decision-making. Digital transformations are enhancing efficiency, fraud detection, and revenue management, streamlining workflows across the board. Beyond this, CX remains a top priority, with businesses focusing on frictionless payments to improve efficiency and build stronger stakeholder relationships. Additionally, sustainability and compliance are accelerating paperless AR.

In summary, AR in 2025 will be smarter, more efficient, and customer-centric, helping businesses thrive in a dynamic financial landscape.


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FIS is a leading provider of technology solutions for financial institutions and businesses of all sizes and across any industry globally. We enable the movement of commerce by unlocking the financial technology that powers the world's economy. We help our clients use technology in innovative ways to solve business-critical challenges and deliver superior experiences for their customers. Headquartered in Jacksonville, Florida, FIS is a member of the Fortune 500® and the Standard & Poor's 500® Index. To learn more, visit www.fisglobal.com.


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The **Shared Services & Outsourcing Network** (SSON) is the largest and most established community of shared services and outsourcing professionals in the world, with over 170,000 members. Established in 1999, SSON recognised the revolution in support services as it was happening and realised that a forum was needed through which practitioners could connect with each other on a regional and global basis. SSON is a one-stop shop for shared services professionals, offering industry-leading events, training, reports, surveys, interviews, white papers, videos, editorial, infographics, podcasts and more.


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SSON Research & Analytics is SSON's global data analytics center, and your premier resource for all the metrics, benchmarks and insight that affect your Shared Services and GBS operations. The SSON R&A platform provides data-driven intelligence via access to a library of research studies and four data tools: Metric Benchmarker, City Cube, Intelligent Automation Universe and the Shared Services Atlas. Thousands of GBS and outsourcing professionals use our data and insights to understand the emerging landscape in their region and globally.

What is SSON Research & Analytics

SSON Research & Analytics (SSON R&A) is the premier global research and data platform for Shared Services and Global Business Services (GBS) professionals. We offer metrics, benchmarks, trends, location assessments, market analytics, and advisory services through a user-friendly interface that supports your performance and transformation objectives. Most data is downloadable—helping you validate and de-risk your improvement initiatives while strengthening your credibility.

SSON R&A leverages the extensive network of the Shared Services & Outsourcing Network (SSON) to deliver industry-specific, reliable, and cost-effective access to critical insights when you need them most.

“The C-suite demands market metrics to assess Shared Services’ performance. I’ve reviewed market options, and SSON Research & Analytics stands out for reliable, cost-effective benchmark data. With regional or industry-specific access, I can draw my own conclusions without relying on costly third-party analysts.”

Edoardo Peniche, SVP, Global Business Services, IFF

What Tools & Services Are Offered?



City Cube

Compare over 3000 Shared Services locations worldwide across 20+ key variables like talent availability, cost of doing business, and cost of labor.



Advisory Service

1:1 guidance from industry experts with a proven track record and decades of leadership experience [Platinum Membership Required].



Research Insight Reports

Monthly reports based on current surveys, assessed by industry insiders with actionable insights based on real-time data.



Shared Services Atlas

See who is where on a city-by-city basis. Locate and evaluate Shared Services hotspots, filtered by industry, function, and organization size. Assess current locations or planned expansions, with reference to current competition, talent and opportunity.



Metric Benchmarker

Assess your performance in 140+ key SSO/GBS metrics, either global or by industry / region / country; also compare to “Top 20 SSO/GBS” and “World’s Best GBS” segments.



Visual Analytics Workbooks

Curated charts highlighting core trends and shifts in Shared Services / GBS operating models.



Intelligent Automation Universe

Listing of emerging “smart” technologies including AI and RPA, plus vendor comparisons, and customer footprints.



Professional GBS® Certification

Gain the tools, methodologies and strategies to excel in GBS through five modules: Foundations, Service Management, Operations, Transformation, and Leadership. Complete the program to earn your prestigious Masters designation.



For more information on how to access this platform, contact Josh Matthews at Josh.matthews@sson-analytics.com

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