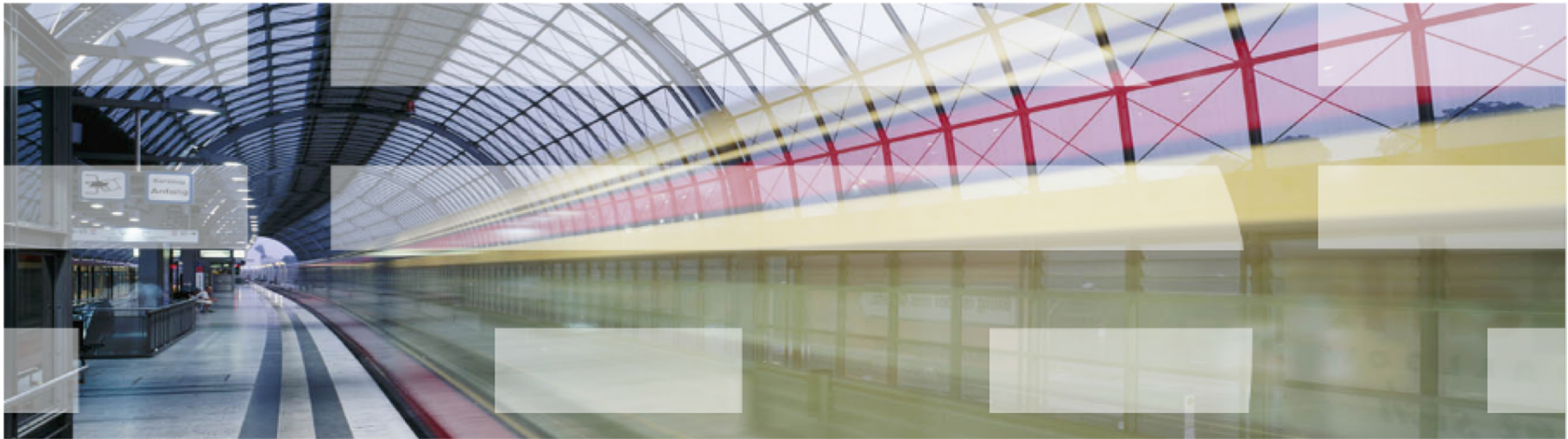


September 2018

Global location trends

2018 results for shared services



This report is solely for the use of Client personnel. No part of it may be circulated, quoted, or reproduced for distribution outside the Client organization without prior written approval from IBM. This material was used by IBM during an oral presentation; it is not a complete record of the discussion.

Figure 1 - General trends in announced shared services jobs by world region (2003-2017)

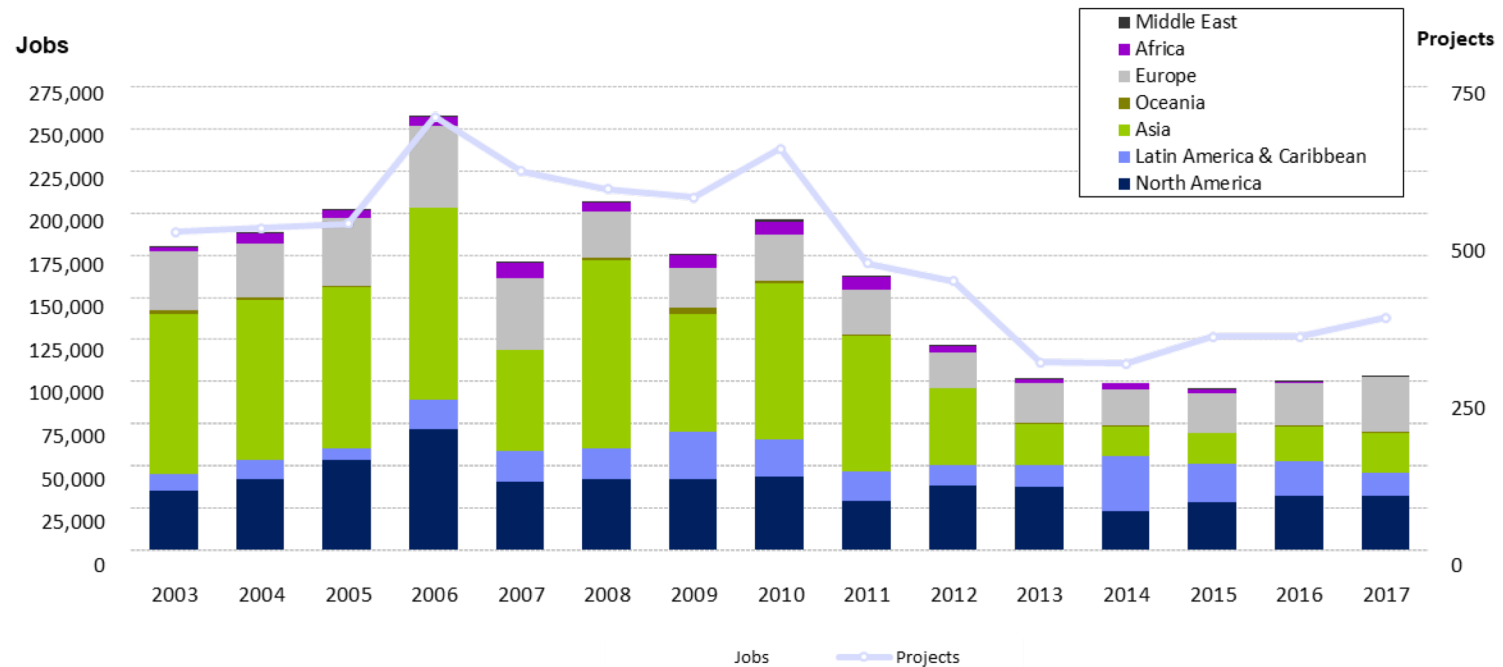


Figure 2 – Average center size (2017 vs 2003-2016)

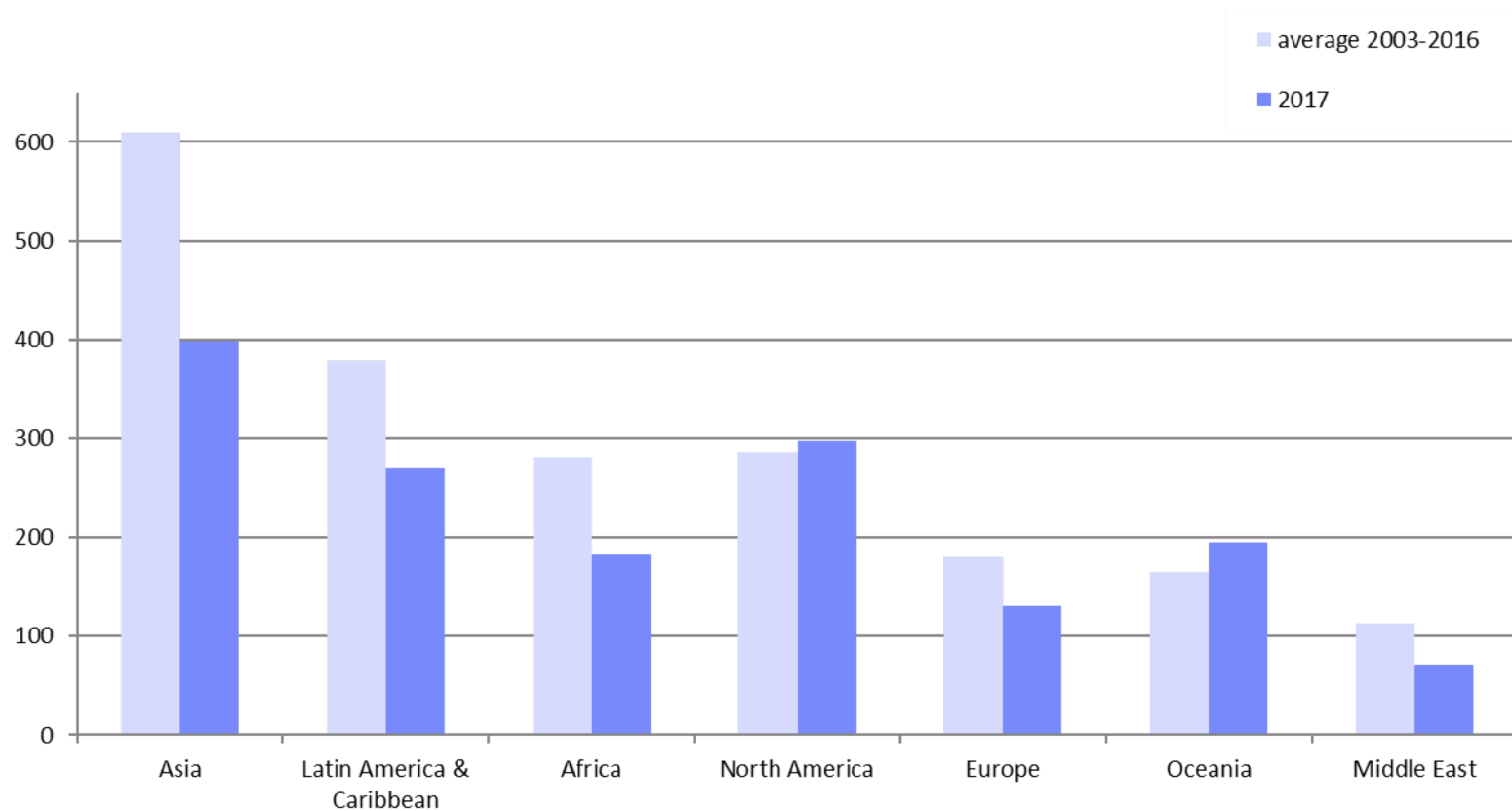
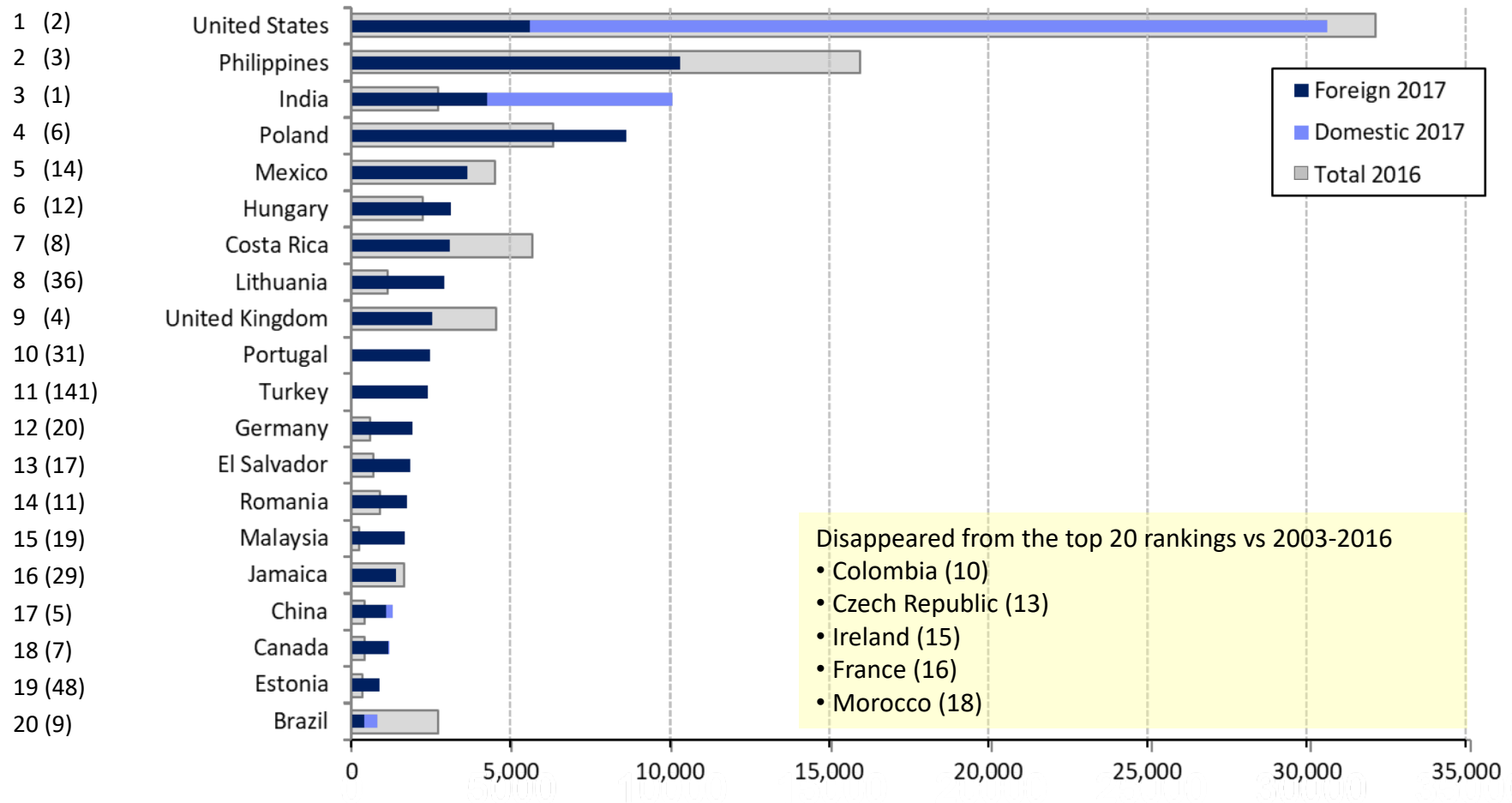
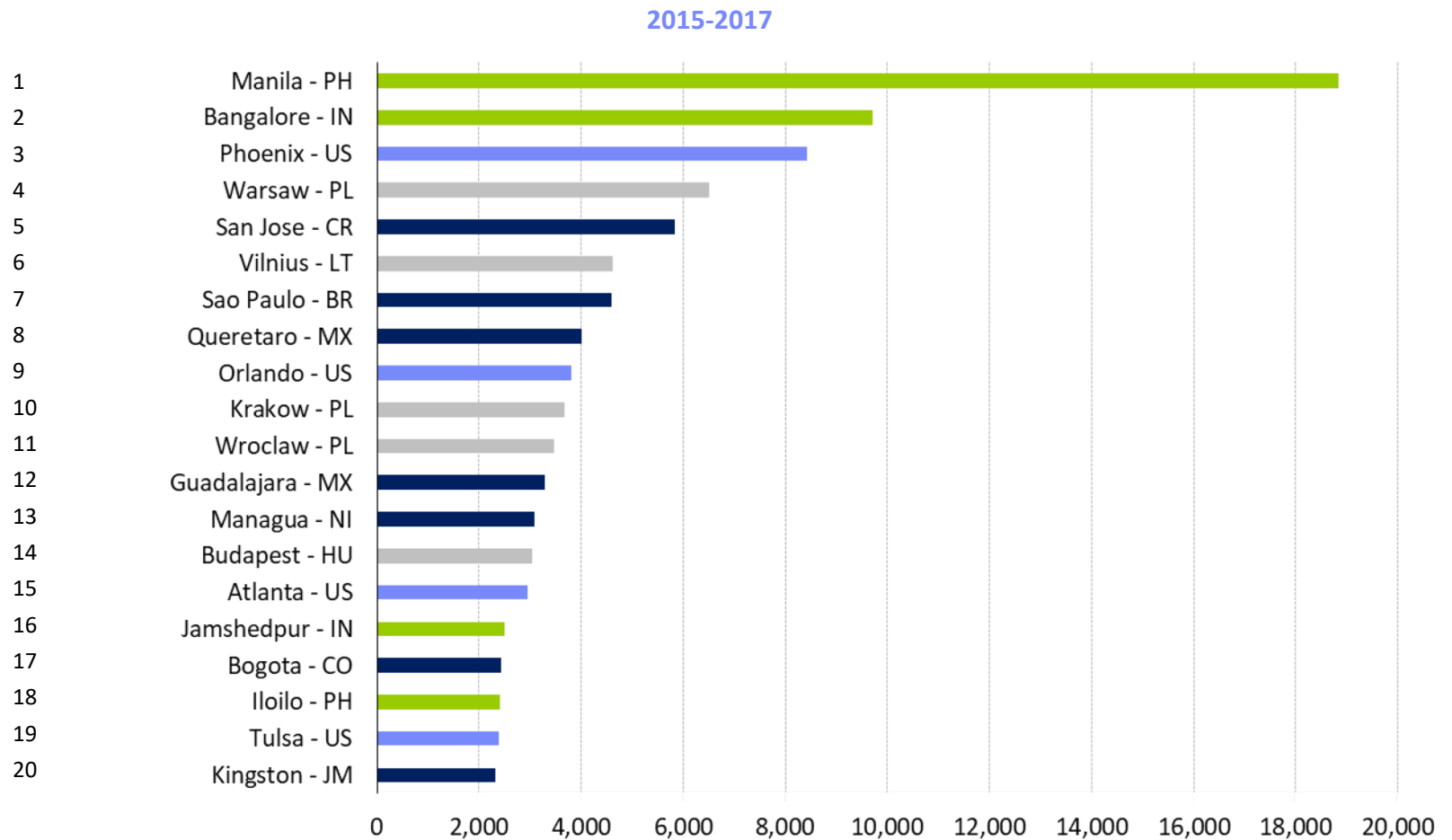


Figure 3 - Top ranking SSC destinations by estimated jobs (2017 compared to 2003-2016)



Source: IBM-PLI Global Location Trends Database (GLT)

Figure 4 - Top ranking SSC destinations by estimated jobs (agglomerations, 2015-2017)



Source: IBM-PLI Global Location Trends Database (GLT)

Figure 5 - Top ranking origin countries for SSCs by estimated jobs (2003-2016 and 2017)

