



Public Sector Shared Services in 2025

From back office to business enabler:
Elevating impact in a digital world



The better the question. The better the answer. The better the world works.



Shape the future
with confidence

Our environment is dynamic and changing...we need to adapt

Impacts of fiscal pressures bring felt within most Governments



Increasing and changing client expectations



Changes in ecosystem players (Tech, outsourcing, digital solutions)(



Velocity of technological advances and disruption



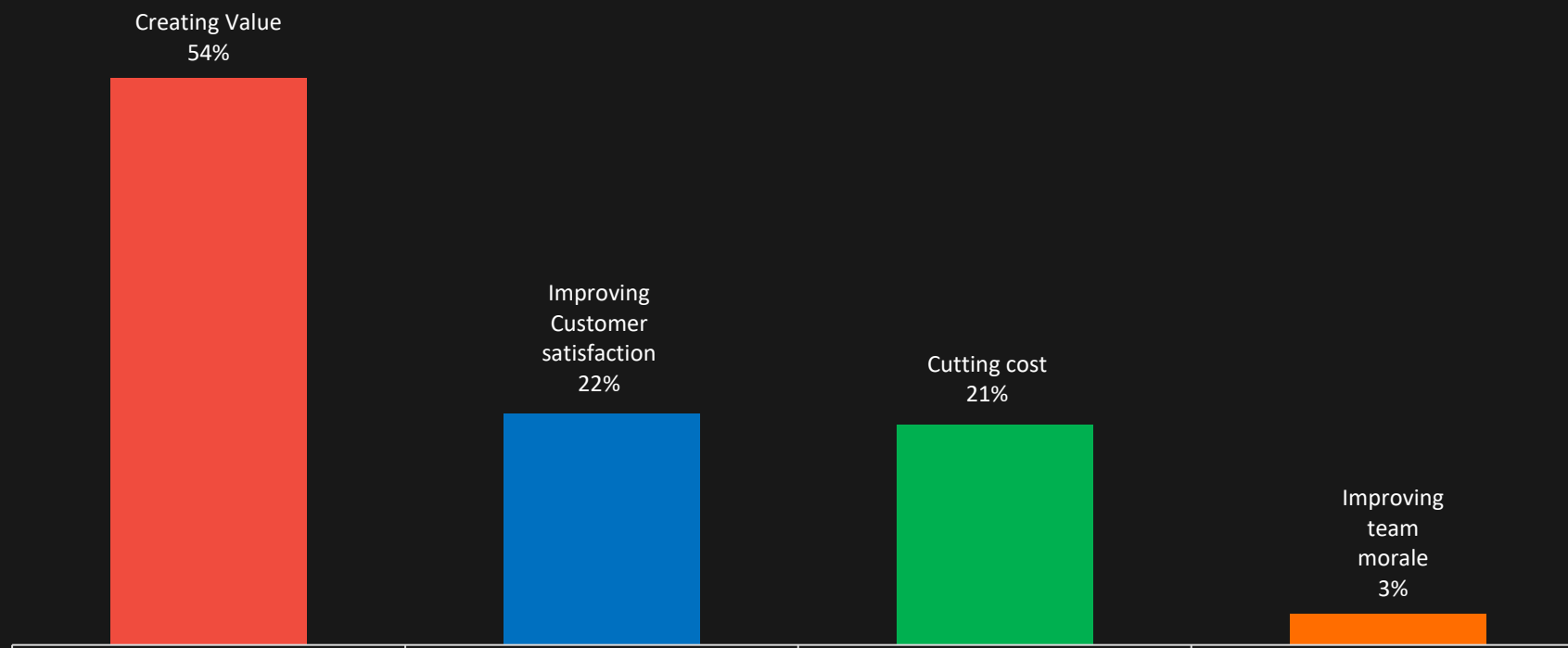
Hybrid workforce dynamics



Changing skills needed to deliver value



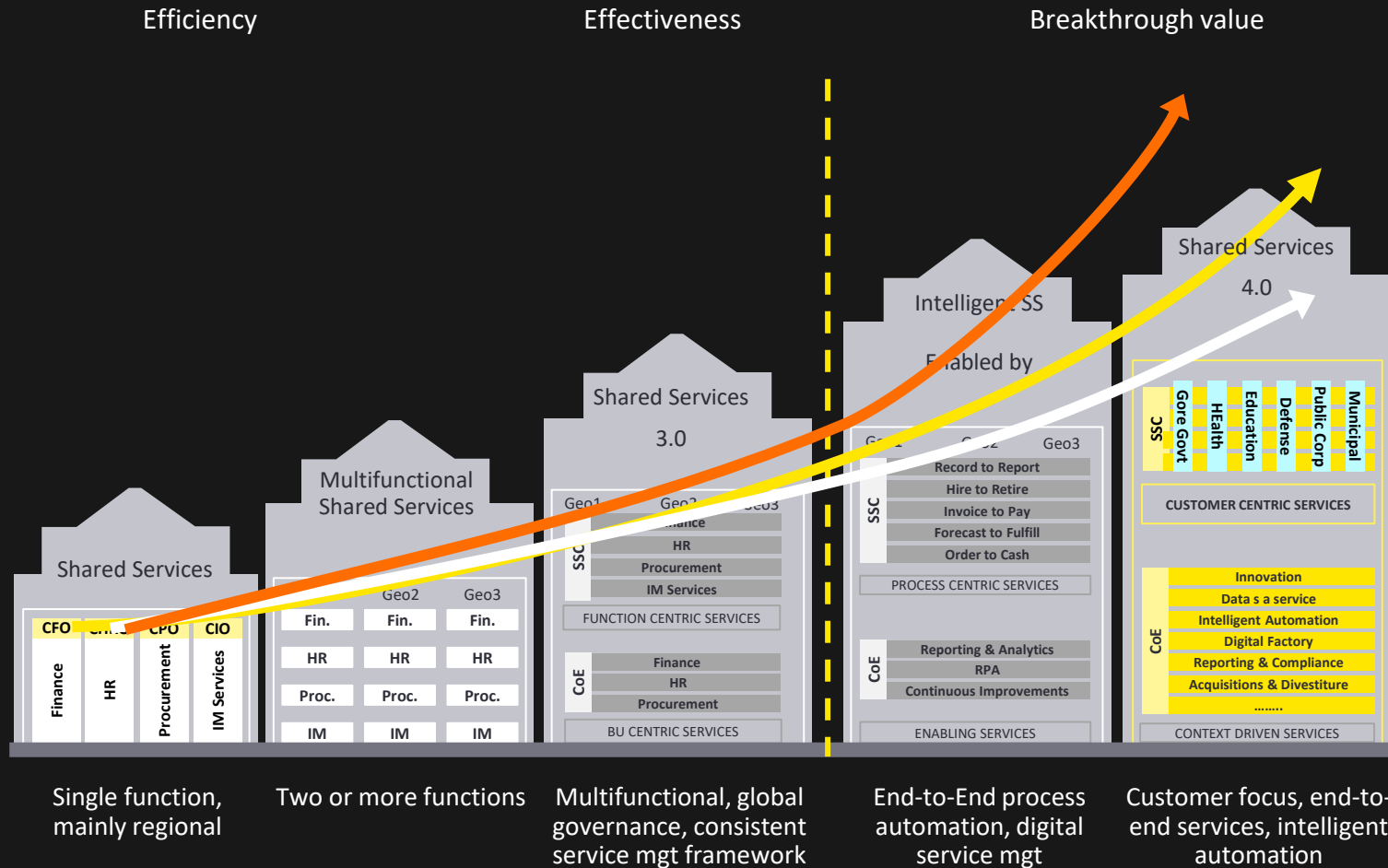
What has earned you the greatest show of appreciation from your clients?



*State of the Shared Services & Outsourcing Industry – Global Market Report 2025, From Back Office to a Business Enabler: Elevating Impact in a Digital World – SSON Research & Analytics

Organizations are at different stages of the shared journey, targeting benefits beyond efficiency and effectiveness

Shared Services Evolution



TRENDS

Customer and people centricity

Hyper Digitization – elimination of paper

Agentic AI enabled automation and case management

Service innovation Hub

Branding and talent management

New ways of virtual and remote working

Digital transformation engine for the enterprise

SS enabling technologies Productivity Value added through SS SS scope

How are leading Government shared services organizations driving value?

Experience

- ✓ Customer-led, human centered service design
- ✓ Seamless, omnichannel service consumption
- ✓ Predictive, proactive & preventive care

... stimulates adoption and an appetite for more services ...

Branding & Talent

- ✓ Internal and external SS branding
- ✓ SS as a must-have building block in your career
- ✓ SS as an employer of choice and talent pool

... uplifts reputation and foster attractiveness of its brand ...

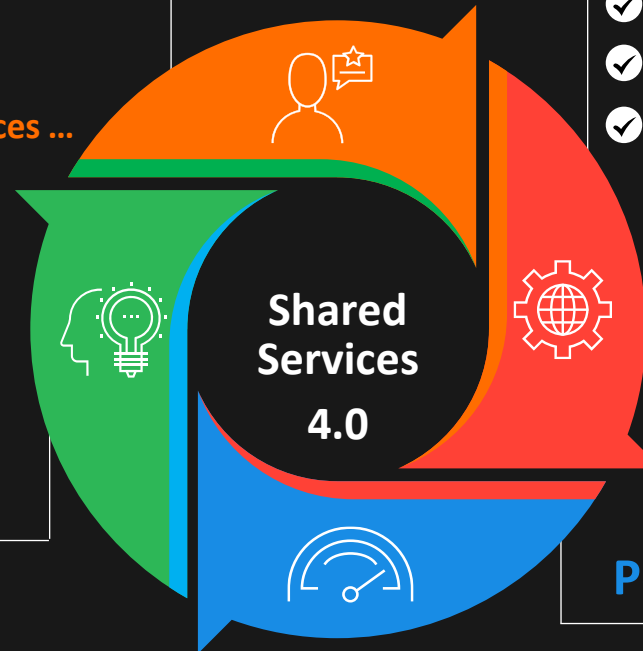
Scale & Innovation

- ✓ Lean, end-to-end processes and automation
- ✓ Focused service innovation teams
- ✓ Automation and data and digital “as-a-service”

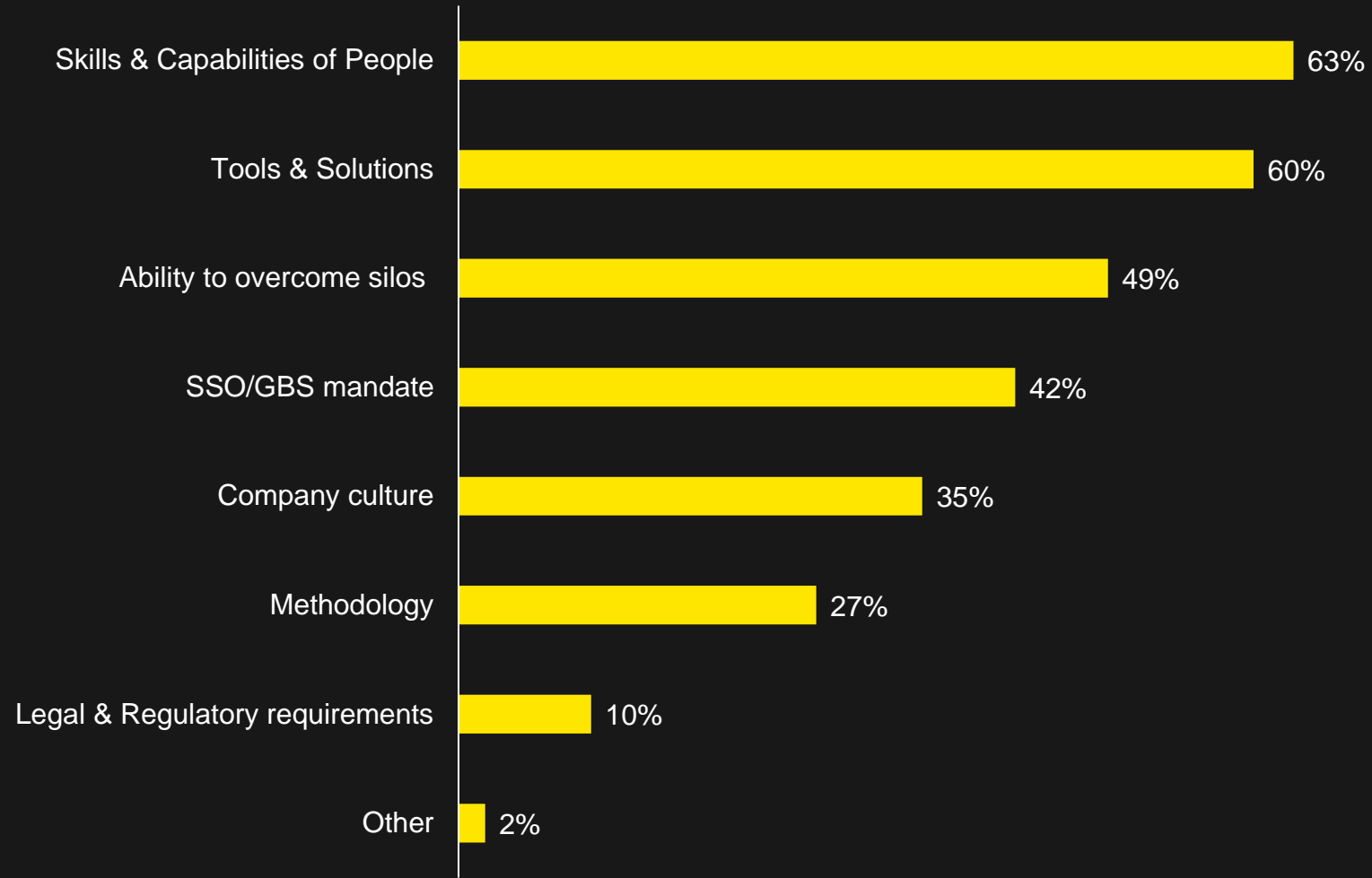
... improves productivity and impact ...

Performance

- ✓ Speed, quality and consistency
 - ✓ Transparency, reliability and control
 - ✓ Data driven and actionable insights
- ... enhances the credibility of the SS...

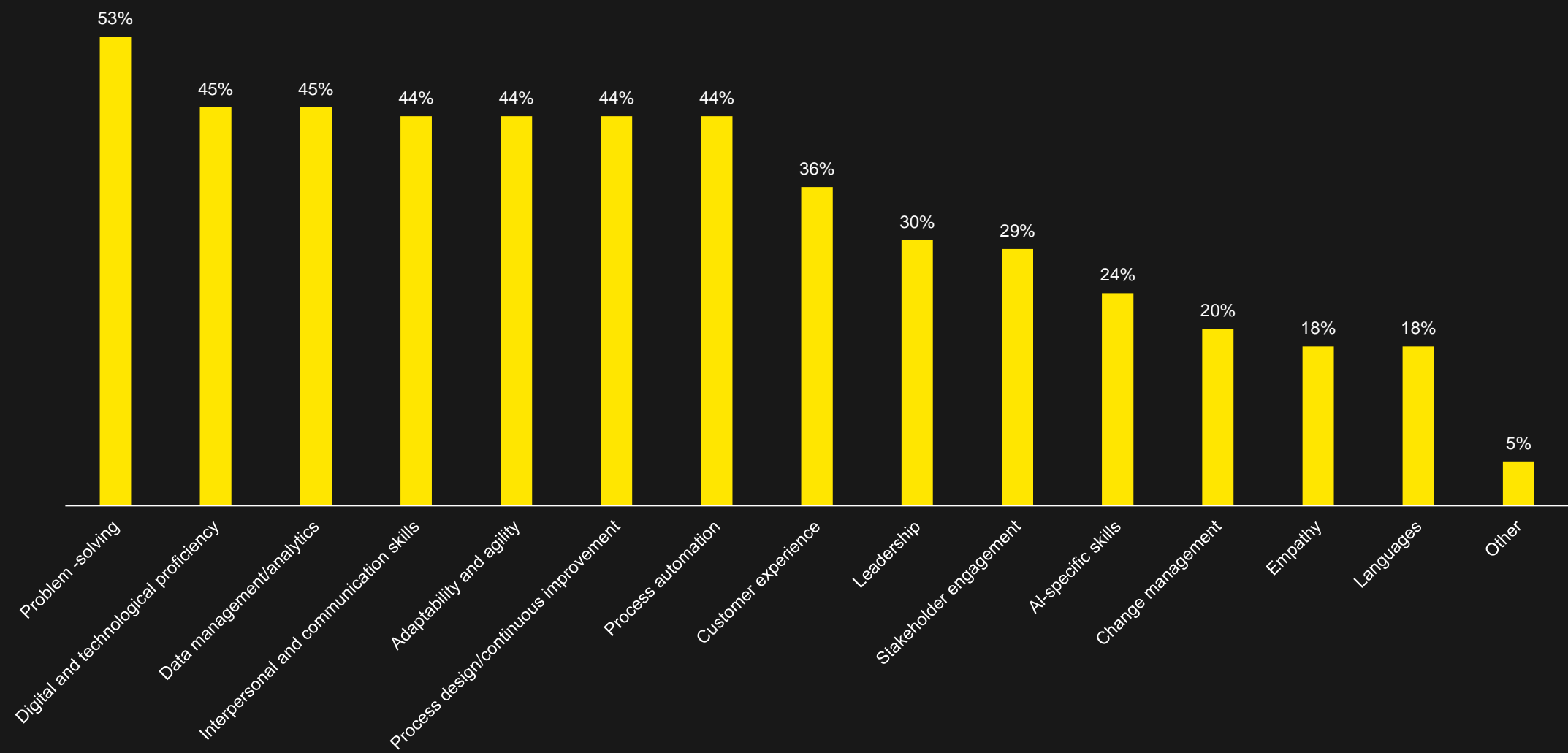


Which approaches have been most effective in driving improvement?



**State of the Shared Services & Outsourcing Industry – Global Market Report 2025 - Government – SSON Research & Analytics

With the potential of Agentic AI, what skills will be in highest demand for shared services professionals?



*State of the Shared Services & Outsourcing Industry – Global Market Report 2025 - Government – SSON Research & Analytics



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