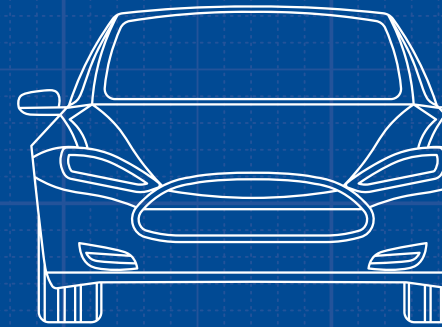


# The innovation station

## Outsourcing accelerates forward



While outsourcing has traditionally been a substantial cost play for organizations, today's leading companies are approaching outsourcing in innovative ways to activate, create, integrate, and amplify business value. In Deloitte's 2016 Global Outsourcing Survey, 280 executives weighed in on how they are harnessing outsourcing for greater innovation.



**35%** of respondents are already focused on measuring the **value of innovation** in their outsourcing relationships.

**Activation:**  
Service providers become innovation centers



Outsourcing is now emerging as an innovation center by:

Solving capacity issues **45%**

Creating global scalability **29%**

Providing access to intellectual capital **28%**



Employers are using innovation in outsourcing to:

**Creation:**  
Outsourcing creates new opportunities...for service providers and their clients

Improve quality  
Improve user experience



**57%** **38%**



Clients are more frequently considering outsourcing to **CAPTURE AND ENABLE INNOVATION** that exists in the marketplace.



But the savviest organizations are using it to increase top line growth by **driving innovation into the business itself.**

Outsourcing offers an opportunity to:



Reduce costs

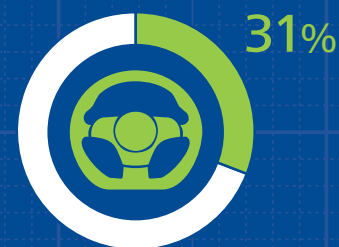


**59%** of respondents

Improve efficiency



**20%** of respondents





Service providers are using innovative technologies to **TRANSFORM PROCESSES**.



**Integration:**  
Service providers adopt innovative technologies to deliver value to clients

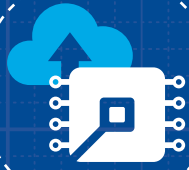


Many are using the cloud to:

Accelerate speed to value **45%**

Reduce implementation times **30%**

Improve functionality **21%**



**Robotic process automation (RPA)** improves execution rates and process accuracy by automating mundane tasks



Employer use various methods to motivate innovative behaviors



**29%**  
Positive messaging

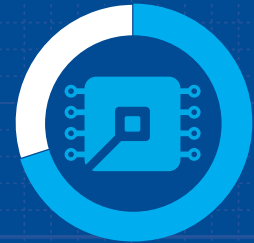


**21%**  
Making innovation contract based



**20%**  
Rewarding additional business

**Amplification:**  
The intersection of outsourcing and innovation amplifies value



**70%** of customers have used or are planning to use RPA to improve customer outcomes

**Shift into high gear**



Of those respondents conducting M&A activity, **45%** are using outsourcing to:



**Lower operating costs** of acquired companies



**Speed up integration** of acquired companies



And organizations will continue to lead with outsourcing, stating they will use more outsourcing tomorrow than today.



**36%**  
Finance



**32%**  
HR



**31%**  
IT

...will increase outsourcing services in the future

Looking to fuel up on innovation in outsourcing? Go to [www.deloitte.com/us/outsourcing](http://www.deloitte.com/us/outsourcing)

As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2016 Deloitte Development LLC. All rights reserved.  
Member of Deloitte Touche Tohmatsu Limited

**Deloitte.**