

# It Is Not a Talent War; It Is a New Reality – 2022 Key Issues in Global Sourcing

Enterprise Perspective

February 2022: Select Findings



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# Contents

<b>1. Introduction and overview</b>	<b>5</b>
• Background, methodology, and scope of research	6
• Summary of key messages	7
<b>2. Market sentiments</b>	<b>8</b>
• Overall sentiment going into 2022	9
• Top business constraints	10
• Key business challenges	11
• Sentiments around headcount and salary growth	12
<b>3. Talent – why, where, who?</b>	<b>15</b>
• Root causes for talent shortage	16
• Talent challenges by geography	17
• Talent challenges by segment	18
<b>4. Sourcing strategy</b>	<b>19</b>
• Anticipated changes to service provider portfolios	20
• Expectations from service providers in 2022	21
• Satisfaction with service provider performance	22
• Key service provider-related concerns in 2022	23
• Financial performance in 2021	24
<b>5. Global Business Services (GBS) priorities</b>	<b>25</b>
• High priority areas for growth in GBS by functions	26

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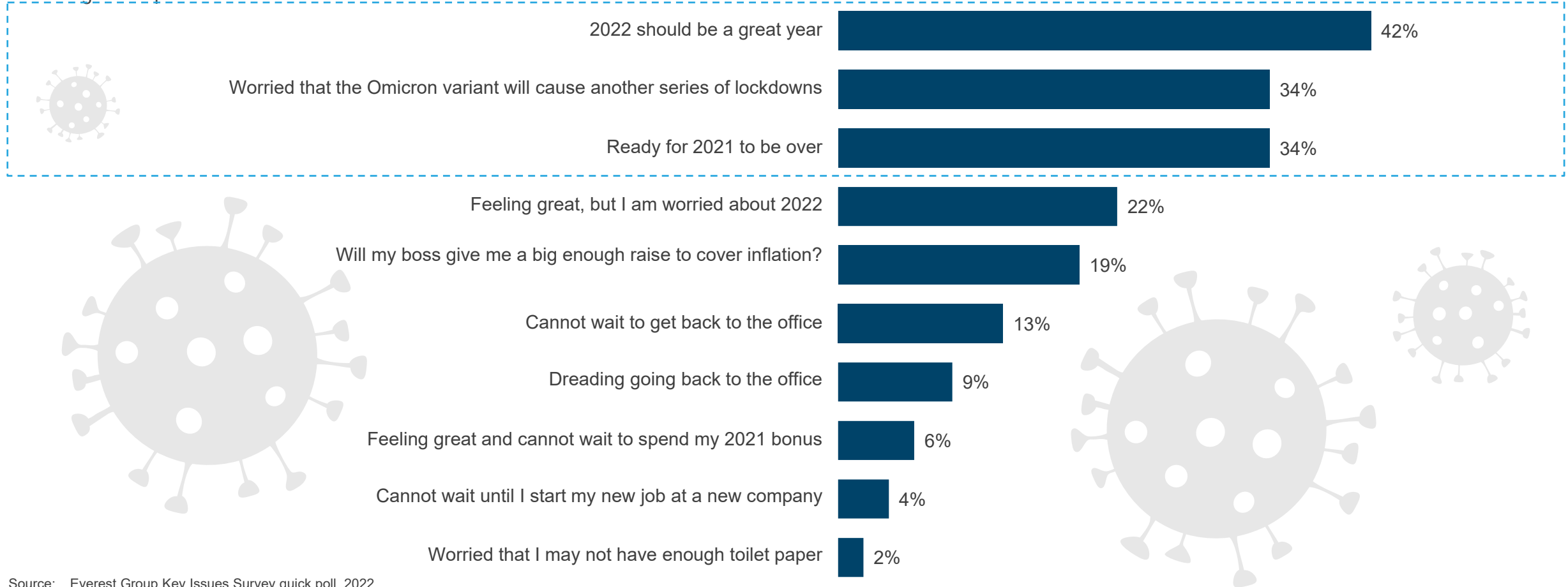
# Contents

• Outlook for GBS location strategy	27
• Expected changes to GBS operating model	28
• Top priorities for GBS to mitigate talent challenges	29
<b>6. Organizational changes</b>	<b>30</b>
• Key operating model changes expected in 2022	31
• Top digital capability priorities for 2022	32
• ESG goals for 2022	33
<b>7. Appendix</b>	<b>34</b>
• Glossary	35
• Market Vista offerings	36
• Research calendar	37

## Organizations are excited for 2022, albeit some concerns around COVID-19 variants

### How do you feel going into 2022?

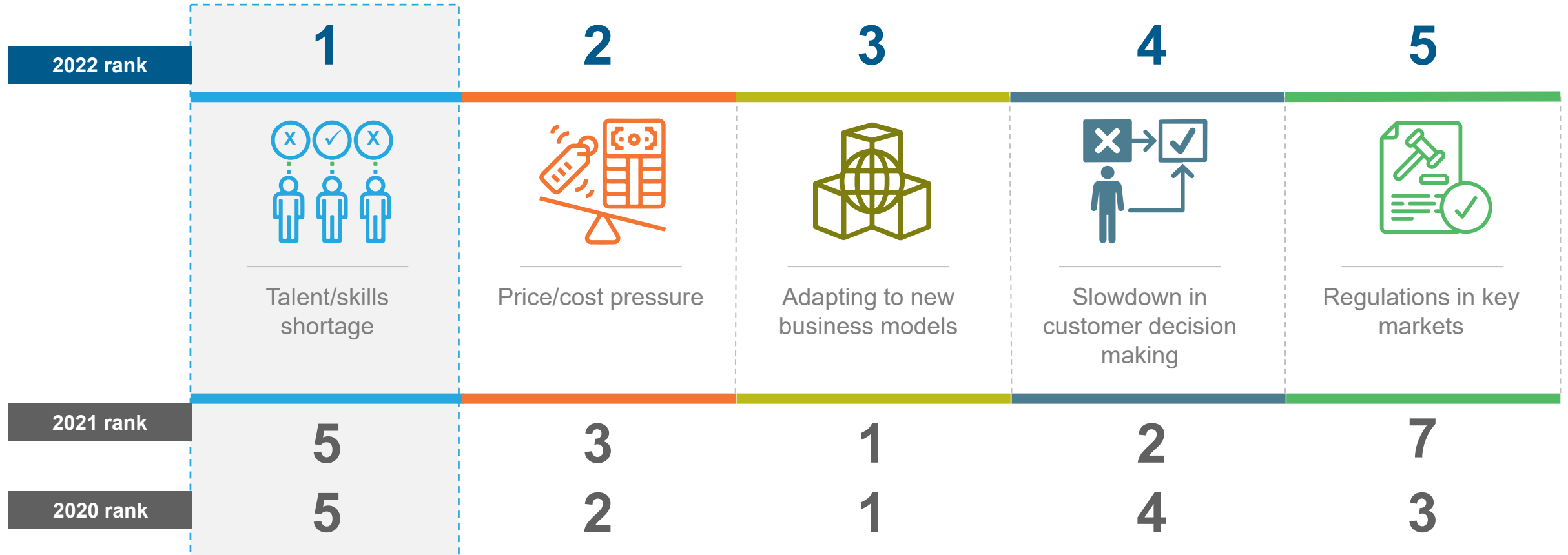
Percentage of respondents



Source: Everest Group Key Issues Survey quick poll, 2022

# The talent shortage is complicated, and it isn't going away soon

## Key business challenges expected in 2022

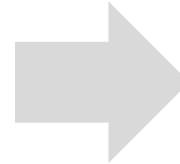
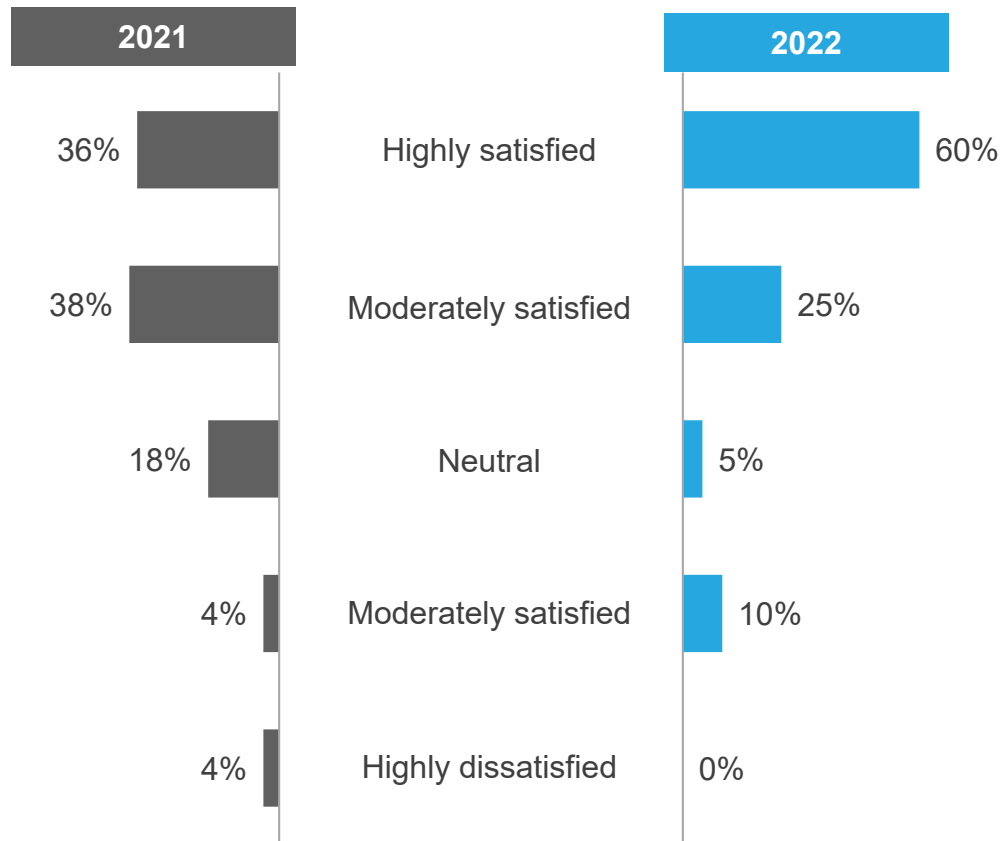


Source: Everest Group Key Issues Survey, 2022, 2021, and 2020, respectively



## Enterprises remain largely satisfied with their service providers' performance

Enterprise satisfaction with service provider performance  
Percentage of respondents



### Key value propositions driving satisfaction

- 1 Strong communication
- 2 No impact to performance levels
- 3 Speedy decision making
- 4 Partnership mindset

Source: Everest Group Key Issues Survey, 2021, and 2022, respectively

# GBS organizations expect to increase their leverage of nearshore locations to drive growth

■ Decrease ■ Increase

## Key location changes expected

Percentage of respondents



Leverage of offshore locations such as Asia Pacific

2021



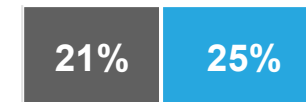
2022



Leverage of nearshore locations such as Central and Eastern Europe or Latin America



Leverage of onshore locations such as the US and Western Europe



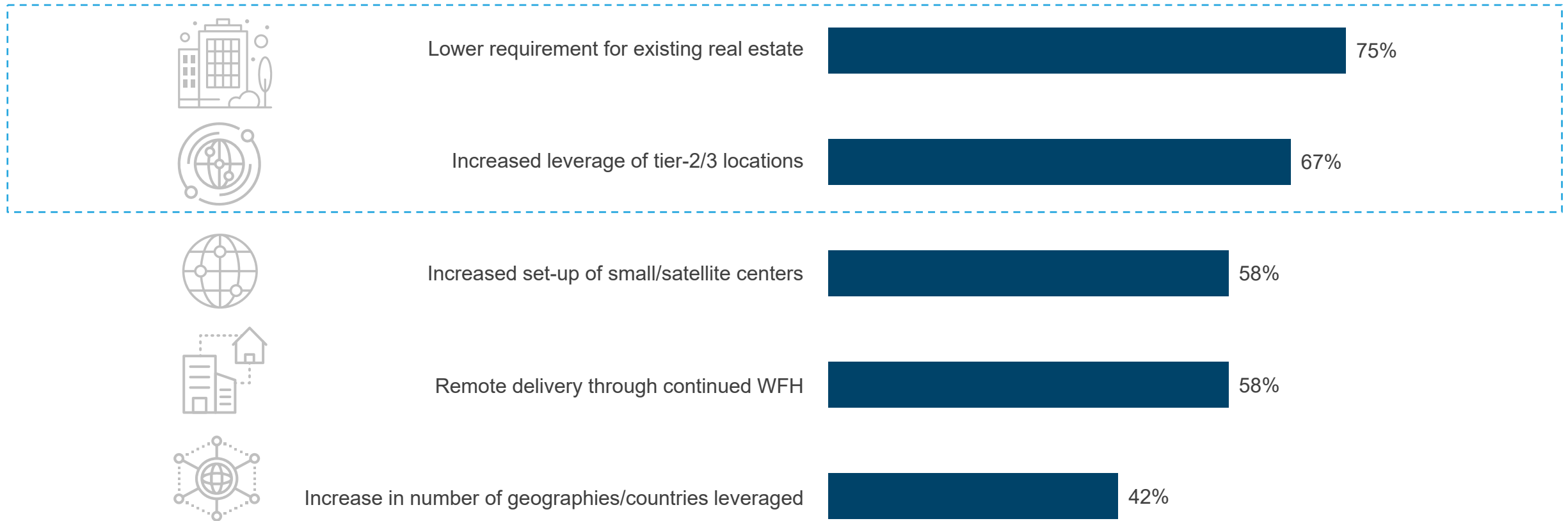
Note: Bars do not sum to 100% because they exclude the neutral responses  
Source: Everest Group Key Issues Survey, 2021, and 2022, respectively



## Most GBS organizations expect to reduce their real estate footprints and explore untapped talent pools in tier-2/3 locations

### Key changes expected in future GBS operating models

Percentage of respondents selecting as important



Source: Everest Group Key Issues Survey, 2022

# Research calendar

## Market Vista™

■ Published
 ■ Planned
 ■ Current release

### Flagship reports

### Release date

Market Vista™ : Q1 2021	February 2021
Market Vista™ : Q2 2021	May 2021
Market Vista™ : Q3 2021	August 2021
Market Vista™ : Q4 2021	November 2021
Market Vista™ : Q1 2022	Q1 2022
Market Vista™ : 2021 Year in Review and Outlook for 2022	Q1 2022
Market Vista™ : Q2 2022	Q2 2022
Market Vista™ : Q3 2022	Q3 2022

### Thematic reports

### Release date

Market Vista™: Industry Insights – Technology	July 2021
Market Vista™: Industry Insights – Insurance	November 2021
Market Vista™: Industry Insights – Banking	December 2021
<b>It Is Not a Talent War; It Is a New Reality – 2022 Key Issues in Global Sourcing – Enterprise Perspective</b>	<b>February 2022</b>
It's Not a Talent War, It's a New Reality – 2022 Key Issues in Global Sourcing – SVM Perspective	Q1 2022
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