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# How Modern GBS is Becoming the Backbone of AI-First Enterprises



Global business services (GBS), an integrated shared services group that spans the organization, has evolved and become more integral to a company's success. Companies that are taking a fresh look at business continuity planning (BCP), making remote working more mainstream, and pushing the boundaries of innovation are driving this evolution. In other words, the GBS we once knew has changed for the better.

Many GBS organizations drive tight collaboration, implementing hybrid working with data-engagement platforms like ServiceNow, and utilizing other unique systems of engagement. Their adoption of digital technologies is considered business-critical, though the extent and pace of digital transformation will vary.

Forward-looking GBS organizations are leading the adoption of technologies like artificial intelligence (AI), agentic AI and machine learning (ML) to respond to changing market dynamics. By embedding predictive and prescriptive analytics, they have recognized that creating superior user experiences through insights into their stakeholder community (including customers, suppliers, external parties, firm management, and employees) yields greater returns over time than simply seeking quarterly productivity gains.

# The next generation of GBS

## What do we mean by GBS?

Global business services are collaborative and efficient organizations that accelerate business outcomes. Specifically, a GBS designed by Genpact and implemented on the ServiceNow platform will ideally become:

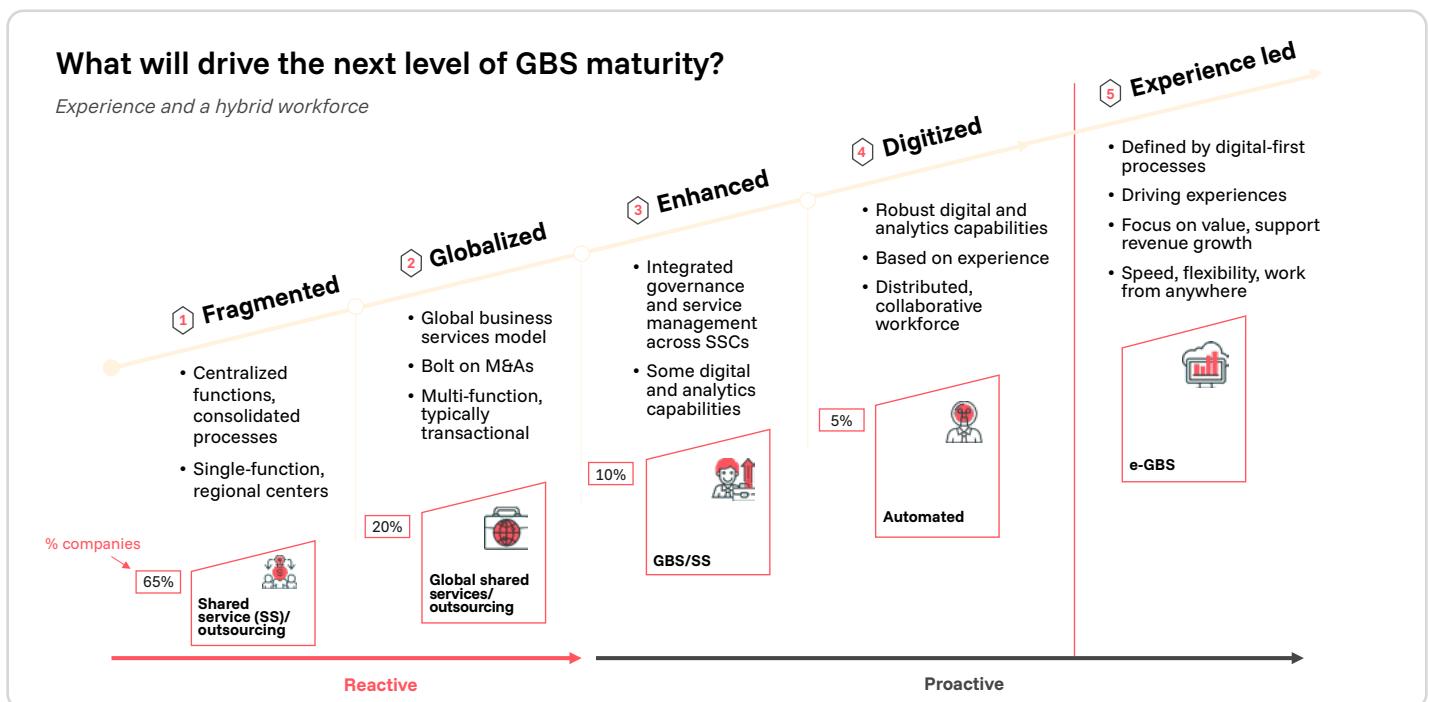
- **An integral part** of end-to-end process execution, which optimizes user experiences
- **Focused** on enabling digital ways of working that support a virtual workforce and business continuity
- **Recognized** as an enterprise operating unit that has a seat at the executive leadership table and is the mandated service delivery entity
- **A business partner** that delivers business insights
- **Delivered across the enterprise**—globally and at scale, using one or many delivery locations and entities, such as centers of excellence, shared service centers, centers of work, and centers of competencies
- **A strategic partner** for environmental, social, and governance compliance for business functions in years to come

# The seven hallmarks of successful GBS

The importance and role of GBS continue to grow. Organizations are focused on connecting end-to-end processes, employee retention, reducing cost, driving scale through mergers and acquisitions, accelerating the implementation of new business models, and enabling new capabilities, including tighter integration of a robust remote workforce. Businesses are focusing on developing global business services with a clear purpose: to support the company’s strategy by creating value and delivering quality. Of course, value for money and cost management are still key outcomes, but an AI-enabled Genpact GBS delivered on the ServiceNow platform goes beyond a narrow, conventional lens. Key characteristics of future GBS are crystallizing around the following attributes:

## 1. Centered on experience, not on functional boundaries

At the heart of successful GBS organizations are their customers and the service they receive. They need to maintain a customer focus throughout the lifecycle of shared service design, build, and operate—by embedding the customer journey into core GBS activities such as continuous improvement and key performance outcomes.





Traditionally separated and siloed internal functions can hinder shared services collaboration throughout an organization's transformation journey. Functional boundaries have long thwarted many efforts to improve productivity and drive benefits. By replacing traditional models and aligning around experiences or user journeys—to deliver quantitative and qualitative outcomes, GBS will push the boundaries to constantly enhance performance.

## 2. Digitally enabled

Automation delivers a step change in efficiency and effectiveness for companies that have standardized and stable processes that are rule-based and repetitive. Manual, tedious, and often paper-based processes add needless complexity to procurement and supply chain operations, hindering employee productivity and reducing efficiency. By bringing together the ServiceNow platform's diverse AI technologies, including AI agents and generative AI (gen AI) capabilities, organizations can streamline GBS operations across the enterprise. For example, robotic process automation (RPA) automates routine, repetitive, and rule-based activities.

Beyond RPA is intelligent automation, which includes technologies such as agentic AI, machine learning, and dynamic workflow. Intelligent automation delivers exponential value by learning and adapting as it automates. This technology allows businesses to automate workflows and implement AI agents, facilitating greater efficiency while using fewer resources.

Successful future GBS organizations have an ecosystem of partners to ensure they keep ahead of the latest developments and have the range of tools required for automation.

## 3. Connected by analytics and insights

Tomorrow's GBS leaders are creating dedicated analytics hubs within GBS to continuously mine and use the vast amounts of data flowing through typical operating functions, which creates sustainable augmented intelligence.

Aligning across the process operating towers, GBS can continuously innovate around the specific needs of each unique operating ecosystem and improve time to market by deploying agile analytics development processes.

With increased visibility across GBS workflows, organizations can locate functions and pinpoint complexities in the process, helping align KPIs to their targets. The robust common service data model framework in ServiceNow, and a view of reporting that prioritizes accuracy using prescriptive and predictive analytics, AI, and cognitive computing, enables the interpretation of omni-structured data to help make better, faster decisions.

## 4. Agility to support evolving business strategy

Flexible plug-and-play GBS models help their businesses grow organically and through acquisitions. They either need full integration in the case of carve-outs or partial integration in the case of stand-alone businesses.

GBS models will continue to consistently expand in scope and scale into higher-value areas such as financial planning and analysis, compliance, and integrated operations across finance, sales, IT, HR, and more. The more complex the processes, the more resources it takes to complete a single task. By working with Genpact to deploy ServiceNow in a “one system, one process” approach to manage GBS across multiple functions, organizations can significantly reduce complexity and resource requirements.



A major American warehouse club chain turned to Genpact and ServiceNow’s AI-driven ServiceNow solution across accounts payable, procurement, and finance functions. We accelerated processes, simplified collaboration with chatbots, and enhanced reporting capabilities. Now the client has enhanced operational processes, faster transactions, and insights for more informed decisions.

These large-scale reengineering and automation initiatives are delighting customers through exceptional experiences.

## 5. Reskilling at scale with a distributed workforce

GBS is playing a leading role in underpinning the expectations of an agile workforce.

GBS has accelerated digital transformation and provided organizations with dynamic access to the workforce they need—when and where they need it. Businesses are working with Genpact to scale across multiple locations by codifying hybrid working strategies and strengthening BCP across countries. In the future, GBS will be much more flexible while empowering employees with access to ServiceNow platform’s diverse AI technologies, including AI Agents and gen AI capabilities, to streamline and automate GBS operations across the enterprise.

For the workforce, the ability to work remotely or in a hybrid setting means that location is no longer a defining factor. Nurturing and developing talent within a GBS organization is often one of the non-quantifiable benefits in a business case. Higher value and multifunction services within a GBS provide career paths and development opportunities to keep talent motivated and trained.

The introduction of more automation, advanced analytics, and the tools to deliver new insights will mean that developing a workforce amenable to change and open to learning new skills will become the priority.

## 6. Custodian of data and standards

GBS can become a central hub for organizations’ wider resources and information, as well as the process service metrics they facilitate. There is more scrutiny on data governance, which demands experience in other functions. Companies are being forced to look closely at the quality of their data, its completeness, and possible biases thanks to increasingly complex regulatory requirements, the need for higher data security and privacy, and a greater demand for advanced analytics.

To deliver seamless shared services integration and meet critical KPIs, today's organizations need guidance and expertise from teams who understand the full spectrum of procurement and supply chain operations. Leveraging Genpact's technical prowess and business and process expertise on AI policy, compliance, and end-to-end AI governance can help organizations maintain robust data standards while enhancing security and privacy.

A service framework, which defines how GBS will operate, is even more important for translating goals into results. This involves setting out clear KPIs and service-level agreements (SLAs) and having a defined and clear service catalog, escalation paths, and effective governance.

## 7. Led by purpose, focused on innovation

In the near term, GBS will be the innovation sandbox for adopting digital technologies, not least because of the organization-wide data and insights contained within it. Given the purpose of GBS as far more than a transactional engine, services such as procure-to-pay and opportunity-to-cash will run end to end. This shift enables GBS to impact working capital, reducing revenue leaks, and achieving procurement savings. By aligning GBS objectives with business goals, organizations can foster stronger collaboration and achieve better strategic alignment.

Organizations can drive iterative improvement that produces real results with the ServiceNow platform's low- and no-code functionality and Genpact's business process expertise. In the background, AI features that handle mundane or repetitive tasks will reduce the amount of intervention needed to run processes effectively. Combined with Genpact's experience optimizing process components, including people management, organizations can make business decisions faster and more confidently while rationalizing and optimizing procurement and supply chain processes.

## The benefits of gen AI in GBS

GBS leaders who quickly embrace gen AI and take on a new outcomes-focused role can expect to make improvements in several areas:

### Improved employee productivity with hyper-efficient automation and data analytics

Thanks to real-time translation and language processing, GBS teams can expect increased agent speed for all, especially for those not working in their first language. And because gen AI can gather and understand information from various places, it reduces the need to pass a task, information, or a request between teams multiple times. This creates more efficient workflows with more integrated and standardized data.



### Improved performance

Gen AI can help enhance finance performance by reducing costs, streamlining processes, and improving working capital utilization. For instance, by automating activities that once required manual oversight or physical presence, gen AI has cut handling times by up to 50% for some Genpact clients. Beyond productivity, gen AI also brings real-time adaptability and predictive insights that helps finance leaders mitigate revenue leakages and respond with agility to shifting business demands.

## A competitive advantage with superior customer experiences

Gen AI improves the end-customer experience, creating faster and more customized responses, which lead to higher satisfaction and improved customer loyalty.

For instance, a multinational technology company uses gen AI not only to craft personalized replies but also to serve as a virtual subject matter expert that can address agent inquiries, which enhances the quality and reliability of customer service interactions. Gen AI can also reduce the time it takes to reach the right customers with advanced targeting and personalized marketing.

## Enhanced business continuity and sustainability

Implementing gen AI enterprise-wide enhances business continuity by driving smarter decision-making across all departments. It also optimizes the supply chain, reducing disruption risks and improving inventory management.

For example, a global telecommunications holding company uses gen AI to empower its purchasing officers to correctly identify order stages, recommend actions, and improve the accuracy of their risk classification. The business can now better mitigate potential supply chain disruption with a more proactive and informed procurement process.

Consequently, with gen AI's continuous process improvement and standardization, organizations will benefit from consistent, reliable outcomes that nurture stakeholder trust. This trust is crucial for maintaining business continuity and achieving lasting growth in today's fast-paced business environment.

### About Genpact

Genpact (NYSE: G) is an advanced technology services and solutions company that delivers lasting value for leading enterprises globally. Through our deep business knowledge, operational excellence, and cutting-edge solutions—we help companies across industries get ahead and stay ahead. Powered by curiosity, courage, and innovation, our teams implement data, technology, and AI to create tomorrow, today. Get to know us at [genpact.com](https://genpact.com) and on [LinkedIn](#), [X](#), [YouTube](#), and [Facebook](#).



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