

A woman with long dark hair, wearing a teal top, is looking at a laptop screen. The background is dark with colorful bokeh lights in shades of blue, green, and orange. A blue line graphic starts from the Capgemini logo and points towards the woman's laptop.

The future of GBS – embracing change

Leverage new and disruptive technology to drive enhanced value and outcomes from GBS

Leading research advisory firm [The Hackett Group](#) recently held a Capgemini-sponsored virtual round table bringing together Global Business Services (GBS) leaders across industries in North America, Hackett advisors and Capgemini experts to discuss how GBS can become an agent for change for the future.

The roundtable focused on:

- How GBS can pivot to become the front office for enterprises
- How adding value doesn't mean just adding new scope into GBS, but adding value to the enterprise via a "transformation first" approach
- How internal organization silos are being broken via a "data centric" approach that drives transparency with a focus on business outcomes
- How GenAI isn't just a buzz word, but something that GBS can be at the forefront of deploying across all areas of the business
- The new relevance of GBS as an agent of change.

This article summarizes the discussion and findings from this roundtable.

The evolution of GBS

Ever since its inception over two decades ago, GBS models have combined internal shared services and third-party outsourcing, driving optimized back offices through optimizing cost, improving compliance, and industrializing operations.

But with the advent of Generative AI, shared services as we know it has been challenged for its lack of value creation. The old pyramid model is no longer relevant for ambitious enterprises, with [The Hackett Group proposing a four-stage evolution model](#) that takes GBS organizations from a single-function, consolidated model right through to a digitally-enabled one. GBS organizations that maximized cost and efficiency levers – taking that consolidation step and generating a business case – were previously perceived as being transformational.

Today, with GenAI accelerating the concept of the [Connected Enterprise](#), the focus is on genuine business transformation that drives value and business outcomes. This shift is leading to a future where GBS is evolving to become a fully realized center of excellence (CoE) that drives data-driven insights and decision-making.

But what does this mean for the GBS of the future?

Adopting automation and technology to re-invent GBS

GBS leaders participating in our recent roundtable discussed how a controlled automation CoE has accelerated transformation across their organizations. Leveraging a federally hybrid model with a workforce community that acknowledges the challenges of GenAI and has the right tools and structure to remove any barriers has ensured consistent automation adoption.

While almost all the leaders expressed a common interest in achieving an autonomous state for their organizations, they recognize massive change management is needed within the GBS before and during this journey. GenAI cannot simply be the research agenda of a singular workstream. It needs to be part of an organizational agenda with a shift towards genuine outcome-based models and accompanying investment to create a minimum viable product.

This is reflective of a cultural shift in the mindset of the people who become part of the GBS organization. In order

to attract the right talent, GBS needs to re-invent itself as a “cool and exciting place to work.” The concept of a citizen development program embraces a culture of innovation in which people signing up for it would be able to help move the enterprise in the right direction.

Embracing change is the future of GBS

Participating GBS leaders agreed that the old debate of business vs. IT is a thing of the past. [A joint, interconnected organization](#) is the most effective way to ascend the value curve of embracing a generative enterprise.

Participating GBS leaders also agreed that experimentation is the norm for GBS. It’s not about just wanting to “do” transformation. It’s about being willing to drive and embrace new and disruptive technology without the time-tested case studies that can evaluate success.

It’s about being bold in taking experimental steps and showcasing resilience in embracing change.



Priya Ganesh is Vice President and a Business Outcomes Officer for Capgemini’s Business Services. She enables clients in their transformation journey bringing the power of Capgemini assets and innovation across the Group.

About Capgemini

Capgemini is a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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The Hackett Group, Inc. (NASDAQ: HCKT) is a leading [benchmarking](#) research advisory and strategic consultancy firm that enables organizations to achieve Digital World Class® performance. Drawing upon our unparalleled intellectual property from more than 25,000 benchmark studies and our Hackett-Certified® best practices repository from the world’s leading businesses – including 97% of the Dow Jones Industrials, 93% of the Fortune 100, 73% of the DAX 40 and 52% of the FTSE 100 – captured through our leading benchmarking platform Quantum Leap® and our Digital Transformation Platform, we accelerate digital transformations, including enterprise cloud implementations.

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