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# How to deliver next-gen Global Business Services in 2024

A six-step practical guide for the C-Suite

KPMG Powered Enterprise Global Business Services enabled by ServiceNow

[home.kpmg/uk](https://home.kpmg/uk)



# The strategic case for change

**Business services organisations that are constantly under pressure to reduce costs have traditionally done so by centralising manual processes, with little innovation. By taking such a narrow approach, opportunities can be lost to drive efficiencies and deliver effective and value-driven services across the organisation to users of all types.**

Efficiency and effectiveness cannot be achieved in global business services (GBS) at the expense of experience. To achieve an optimum balance, organisations are increasingly layering in more diverse, value-add services into their GBS capabilities portfolio. Technologies like ServiceNow are enabling the next generation of GBS, driving sizable reductions in operational costs enhancing employee and user experience across the enterprise.



**Create a GBS culture by repurposing a technology your organisation is probably already using.**

This approach can lead to:

- Enhanced employee experiences
- Improved wider stakeholder relationships
- Providing greater value to a larger user population, using fewer resources
- Improved operational performance
- Driving internal customer service culture
- Creating efficient cross-functional workflows, enabled by automation in AI

Sounds great. But how do you go about elevating your GBS?

There's plenty of commentary on why it's a good thing to do. In this guide, we set out six steps that will help you make real progress.

Follow them for tips on how to say goodbye to functional silos and email, and hello to integrated operations and self-service.

**01 Understand where you are now**

**02 Develop a realistic plan**

**03 Focus on user experiences**

**04 Unleash innovation with AI**

**05 Extend the enterprise**

**06 Develop a GBS Centre of Excellence**



# 01

## Understand where you are now

This might not be as simple as it sounds, but it is crucial to understand the scope of what you can do next, and any potential limitations to your ambition. Help is at hand — there are publicly available maturity models that provide a decent indication of how you stand, including our own.

## There are five states of GBS maturity. Which one sounds like you?

### Fragmented

You've got ticketing in place. But support is accessed by email and phone. You don't offer self-service. And ServiceNow is only set up for IT support.

### Siloed

Your delivery model is more consolidated. You offer self-service portals, although these are limited. Your services are still siloed by function.

### Scaled

You have a recognisable GBS function that is beginning to deliver above average performance. You provide wide-ranging functional processes. You've started integrating automaton and AI with your ERP. And you have a unified business services portal.

### Integrated

You have integrated processes across functions. You have a portal that acts as a single shopfront to your services. This extends to external services (supply chain, source-to-pay). You support innovative tech, like online supplier bidding and knowledge databases.

### Strategic

You deliver multi-functional, multi-channel, range of services. You provide expert and analytical services. You have high levels of automation and AI. And your model is outcome-driven.

At every stage there is usually lots of room for improvement, especially where multiple business functions are involved. But a key measure of your capability is not just a feature of what you have done with modern tech, but equally how you have done it.

For example, having implemented a centralised ticketing system might be perceived as a great technical solution that has allowed you to move away from legacy ticketing systems, but if the end users still find it hard to get answers to their questions, then their perception of business services might still be poorer than you realise.

# 02

## Develop a realistic plan

It's good to have a vision of what you want your ultimate GBS to look like. But implementing that level of change in one go could be a push too far.

Just starting out? Planning a project with high degrees of automation and integration will be too much of a leap.

Instead create a plan that delivers tangible improvements at each stage. This will help provide buy-in from across the business for further change and investment. It also means you can be more adaptable as new tech becomes available.

### Enhance then expand: from email ticketing to integrated services in tangible steps

#### Step 1

##### Develop your first proof of concepts

Develop a proof of concept that shows how you can move from email ticketing to self-service. Develop this for individual functions, with the aim of integrating later.

#### Step 2

##### Consolidate and extend to further functions

Roll out self-service to pilot functions. Develop self-service capabilities for a wider set of users and functions. Introduce basic automation to provide insights for end-users and service agents.

#### Step 3

##### Get feedback and start to integrate services

Seek feedback on first phases of roll out. Build out cross-functional automation and personalised content to deepen the user experience. This is the start of a one-stop shop.

#### Step 4

##### Measure the benefits and extend to third parties

Check that you're delivering on your KPIs. Step up automation and integration with your ERP. Extend use to third parties across your supply chain.

“ Having a strategy of ‘enhance, then expand’ can help you keep your continuous GBS journey on the right track. ”

# 03

## Focus on user experiences

**Reducing costs may be a key driver of your business services transformation. But to deliver a next-gen GBS, the focus should be on user experiences.**

Your GBS is built upon the foundations of thorough functional processes and a single portal. Even if your transactions are still siloed, you should get the building blocks in place — an appropriate operating model, tech stack and governance.

From here, a primary vehicle for delivering a top performing GBS is the user experience. This will help determine whether your GBS becomes embedded within your organisation's culture.

**We recommend making a step-change in your thinking. Instead of focusing solely on operational gains, you should put the focus on end-user experience and outcomes.**



### Delivering personalised experiences

Great experiences are typically personalised. That's why you should aim to deliver persona-based content.

What does that look like? Persona-based content could include:

- Personalised to-do lists for roles or functions
- Newsletters for specific locations
- Escalation history for service agent teams
- Approvals required by a specific manager

Personalisation can make it easier for users to find what they're looking for and complete transactions. That can result in a much-improved experience for employees, customers, suppliers and other external parties.

Providing user-centric experiences and persona-based content can be a game changer when it comes to how your GBS is perceived.



**Personalisation can add to a positive employee or managerial experience as well as for customers, suppliers and external partners alike.**



# 04

## Unleash innovation with AI

**Artificial Intelligence (AI) isn't just a tool — it can be a game changer. It is redefining the landscape of GBS, turning data into insights and challenges into opportunities. GBS is ready to embrace the AI revolution and help unlock unprecedented levels of innovation, agility and growth for your enterprise.**

### Why should you consider AI for your business?

- Increasing organisational productivity by automating routine tasks can help cut operational costs by 30%\*
- AI-driven chatbots offer efficient support, helping to reduce response times up to 30%\* with workflow optimisation algorithms automating tasks, and enhancing efficiency
- Accelerate complex decision-making processes with on demand automated reporting, visualisation and insight generation
- Enhance employee engagement rates with tailored interactions based on behavioural data. Studies show AI can increase employee satisfaction by 20%\*

\*Key stats are derived from various market research available on public portal.

### What are the benefits of generative AI (Gen AI) for GBS?

Global business services are pivoting to Gen AI to help transform key areas beyond IT, such as finance, HR, and legal. ServiceNow Gen AI can transform your GBS workflows and utilise your existing data, boosting agent productivity and user experience.

Further integration with AI platforms can also unleash powerful potential across compliance, supply chain, security, and auto case resolution.

### What should you consider before implementing Gen AI?

Embark on your GBS AI journey with strategic precision and a clear vision. Begin by aligning your AI initiatives with core business objectives to harness the transformative power of AI,

helping to ensure it amplifies productivity and streamlines processes.

A successful AI implementation requires meticulous planning and navigation, steered by quantifiable metrics that track progress and impact. By doing so, you can position your organisation to reap the benefits of AI, from enhanced efficiency to competitive advantage. Set your sights on a future where AI is not just an addition but is positioned as a fundamental driver of your organisational success.

### Is Gen AI right for everyone?

At level three maturity, GBS organisations should strategically embed an AI roadmap to excel. Choose use cases aligned with your goals and build on a solid data ecosystem. Focus on ROI and ethical practices as you expand AI capabilities.

Consider using pilot programs to help refine your approach. Embrace tech platforms for enhanced efficiency, while vigilantly safeguarding against risks like data privacy for a secure AI adoption.

**“**  
**When asked by SSON R&A, over half of GBS leaders said generative AI was highly critical for their organisation's success.**

# 05

## Extend the enterprise

**Prioritising user experience need not be limited to the boundaries of the organisation. ServiceNow supports external suppliers becoming part of the extended GBS model — and there are compelling and highly desirable reasons for doing so.**

### Extending the unified portal across the supply chain can bring additional efficiencies as well as enhance relationships.

For example, providing an end-to-end two-way real-time invoice query process that integrates with the procurement platform and the finance system can help reduce effort and the cost of doing business for all parties. It would allow all parties to submit and track queries, as well as initiate reminders if queries have not been resolved. Plus, it can stop email traffic, which tends to be inherently inefficient.

External partners can benefit from persona-based content too, and can be included in online supplier bidding initiatives and other desirable workflows.

Extending the enterprise through GBS is an excellent way of adding value and enhancing relationships. Therefore, it is critical that it works effectively. You should ensure that you have these building blocks in place:



#### Effective modern tech

Legacy applications are unlikely to support the integrations required.



#### High availability

Because downtime can potentially damage brands.



#### Strategic processes based on best practice

Baring your 'process soul' to customers and suppliers can require confidence and assurance.



#### Enhanced governance, especially around data

You not only protect both your data and that of third parties, you should be seen to be doing so.



#### Online help

Training and other resources that users beyond your enterprise can lean on.

# 06

## Develop a GBS centre of excellence

As your GBS function develops from seeking efficiencies to seeking value-driven, experience-led outcomes, you should establish a GBS centre of excellence (CoE). The CoE's primary task is to help you to consistently develop your GBS capability:

- Hone what you have in place
- Anticipate future needs
- Absorb technological advances as they occur
- Be the custodians of GBS best practice
- Own the GBS governance process
- Work alongside the change program teams (transformation management, value management, continuous improvement teams etc.)

...all with a mindset of delivering value back to the business.

To do this, we recommend developing a team with broad and deep capabilities. A GBS CoE is likely to need (but not limited to):



**Data engineering skills** to ensure that the correct actionable insights can continue to be delivered to users and management



**Technical platform maintenance** to help ensure the ServiceNow environment is at its best (and can absorb incremental improvements)



**Process expertise** to help ensure that processes are consistently optimised for enhanced efficiency



**Business analysts** to assess the positive impact that emerging technologies might have, and how best to intercept them in your particular GBS set up



**Service delivery skills** to regularly review that current models are being effective and anticipate future needs



**Some development capabilities** (albeit low code) to occasionally provide added functionality



# At-a-glance checklist

Taking a GBS approach to delivering business services across and beyond your organisation can enhance the user experience, strengthen supplier relationships, and better serve customers.

Here's a quick checklist to help guide you through the journey:



## Understand where you are now

- Measure where you are against the market
- Consider what good looks like
- Plan where your ambition lies



## Develop a realistic plan

- Identify your staging posts
- Enhance then expand
- Become the best you can at each stage of evolution



## Focus on user experiences

- Focus on user outcomes
- Deliver persona based content
- Build deep self service capabilities



## Unleash innovation with AI

- Create a strategy for your GBS AI journey
- Track progress and impact to enhance benefits
- Focus on ROI and ethical practices



## Extend the enterprise

- Deliver services beyond your organisation
- Enhance your brand and third party relationships
- Take the opportunity to innovate



## Develop a GBS centre of excellence

- To be the corporate custodians of GBS
- To own the governance process
- To consistently develop your global business services



# Why KPMG

“ Putting together a values dashboard can help stakeholders understand where some of the most significant benefits are to be gained.

## KPMG Powered Enterprise GBS

KPMG Powered Enterprise Global Business Services (GBS), enabled by ServiceNow, is designed to help organisations overcome the challenges associated with creating more effective business services, and better guide the change program to get there.

### KPMG Powered Enterprise GBS:

- Provides an enhanced quality design by starting with the model answer
- Helps get more from technology by knowing how best to use it and where to apply automation
- Helps mitigate risk by not starting with a blank canvas
- Helps foster consistent improvement and excellence after go-live

It provides practical, pre-defined market-leading processes and operating models that are pre-configured and enhanced for the ServiceNow technology platform.

It is designed to get you straight to the forefront of GBS practices — and to help keep you there.

## KPMG GBS Consulting Services

As well as helping you to deploy a leading operating model for enterprise service management (ESM) and GBS on ServiceNow, KPMG can help you to build the right strategy for GBS focused on the user experience, operating expense reduction, data-driven insights and building a GBS centre of excellence. The objective should be to continue to build value into your GBS functions.

We would also suggest that you get help building the business case and putting together a values dashboard, which helps stakeholders understand where some of the most significant benefits are to be gained.

Finally, where you have gaps in other parts of the front, middle, or back-office mix, KPMG Powered Enterprise can help close them, including finance, HR, procurement, supply chain, risk, cyber, and legal.





**If you're ready to get started and you think we may be able to help, there are a number of places for you to further your understanding.**

You can read more about KPMG Powered Enterprise GBS [here](#).

You can learn about the KPMG and ServiceNow alliance [here](#).

More detail on the entire KPMG Powered Enterprise suite of solutions can be found [here](#).

KPMG was named the 2023 ServiceNow Worldwide Transformation Partner of the Year and 2023 ServiceNow Worldwide Industry Solutions — Healthcare Partner of the Year. Read about our accolades [here](#). Plus, our recent announcement on an expanded commitment [here](#).

**You can of course, also speak to KPMG's GBS and ServiceNow specialists:**



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