

# Driving Customer Experience with Modern Global Business Services

How Modern Digital Platforms Enable GBS to Enhance CX



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# Executive Summary

Business leaders want to drive both operational efficiency and improved customer experience (CX). Together, these provide a path to sustainable profit improvement.

It is increasingly understood that a positive employee experience (EX) underpins an excellent CX. Engaged and empowered staff are more able to provide excellent experience.

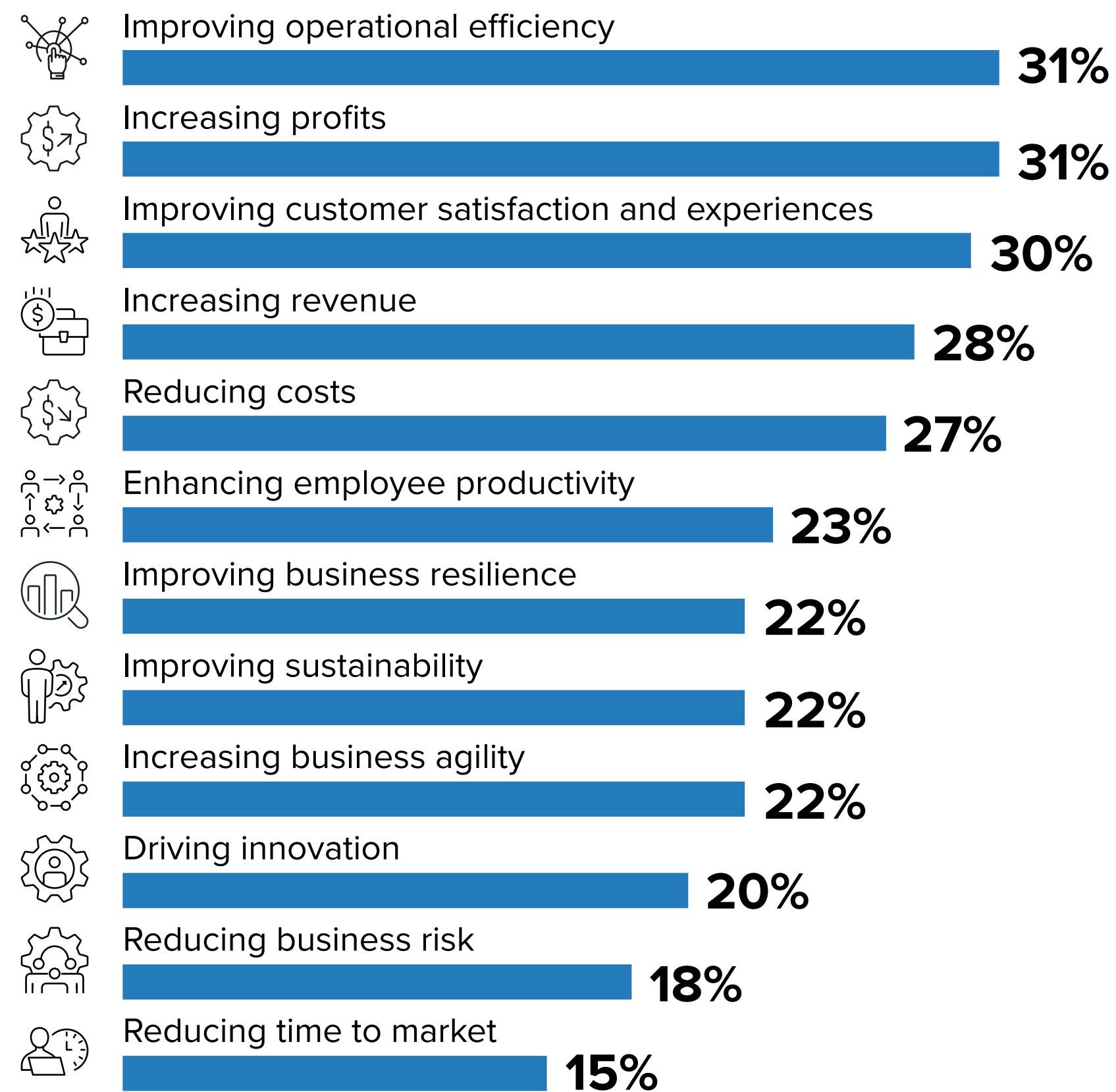
Investments in integration and automation can deliver on both fronts — enhancing employee and customer experience — while improving operational efficiency.

Global business services (GBS) organizations are perfectly placed to deliver on the need for end-to-end digital process continuity and greater automation. To deliver on this promise through GBS, teams require a digital platform and operating model that can cut across organizational boundaries and put the customer first.



# The Customer Experience Imperative

## What are your organization's top business priorities for the next 12 months?



- Organizations are prioritizing operational efficiency and improved CX. C-suites are looking for ways to drive revenues and profit by doing more with less.
- GBS organizations are well placed to support C-suite demands for operational efficiency, reduced costs, and enhanced employee productivity.
- GBS organizations were consciously created as entities separate from the organizations they support. In the past, this organizational separation provided benefits such as clear delimitation of costs and accountabilities. This is now, however, increasingly seen as a disadvantage.

GBS organizations require a technology platform that can help them better connect with employees and customers and provide them with the experience they expect.



# The Experience Opportunity

**GBS organizations serve both internal and external customers. Delivering a strong experience to employees delivers important benefits to customers.**

## Employee Experience (EX)



Improved EX is associated with reduced staff turnover, higher productivity, and a stronger company culture.

GBS provides and supports many of the processes staff rely on to be productive and empowered. This gives GBS an important role in enhancing EX.

A modern technology platform enables GBS to deliver an enhanced experience to staff by:

- Providing a single destination for a diverse array of support and service needs
- Improving visibility of process status
- Accelerating service delivery

## Customer Experience (CX)



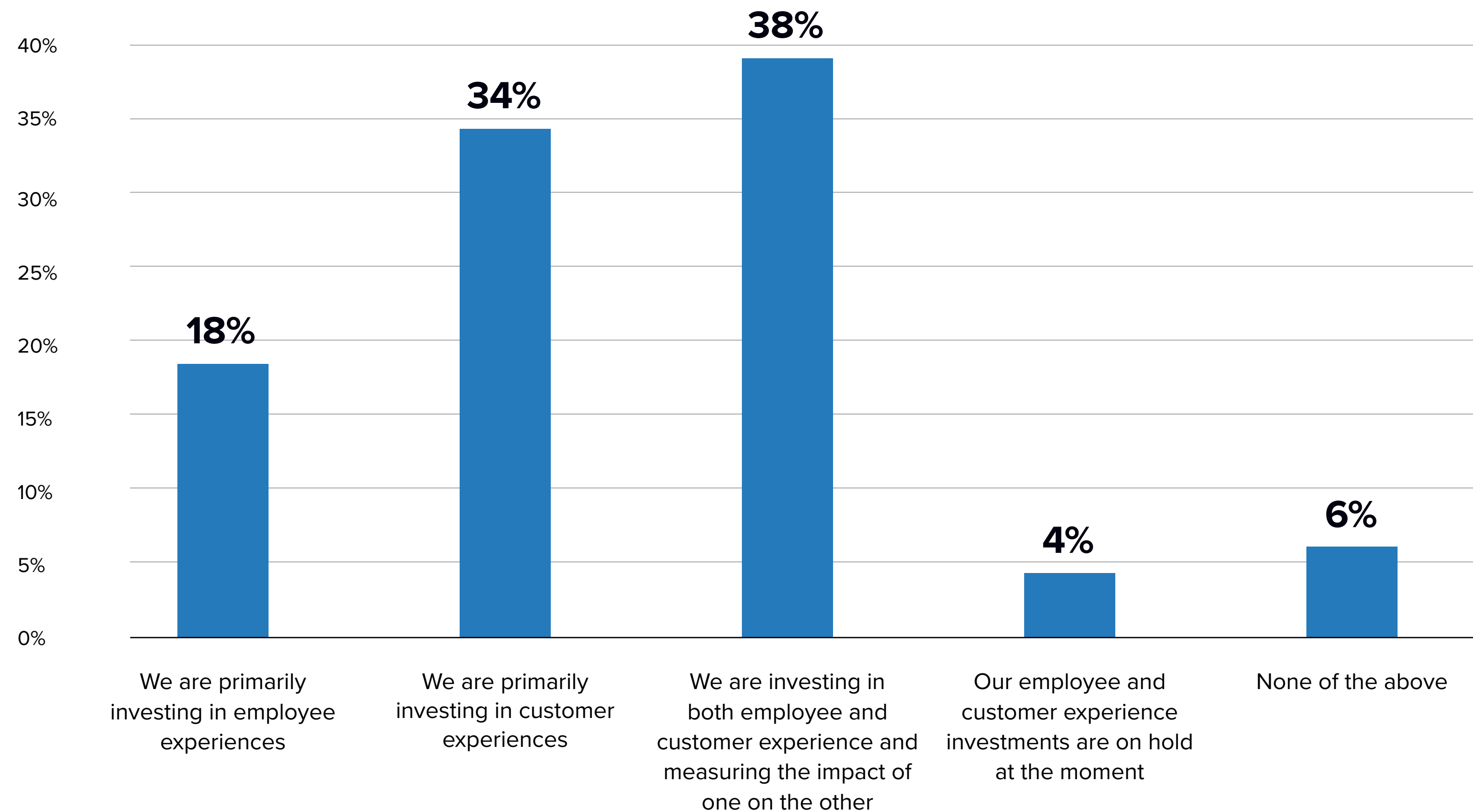
GBS teams play a direct role in supporting end customers. This often includes handling processes critical in determining whether the customer perceives their experience as positive.

Strong CX improves business performance:

- Customers who have a positive experience are far more likely to become repeat customers. This has always been important but the shift to as-a-service business models makes customer retention even more of a focus.
- Customers who have a positive experience can become promoters of your business or products.
- A premium can be charged for an excellent experience.

# CX Transformation Depends on EX Transformation

Which of the following best reflects your organization's priorities around employee and customer investments in 2023?



- CX and EX are linked. Engaged staff with the right tools are more able to provide customers with excellent service.
- IDC research found that 38% of organizations are investing in EX and CX — and are specifically measuring the impact of one on the other.
- GBS is perfectly placed to help organizations deliver the benefits of both enhanced EX and CX.

There is growing evidence that “happy staff means happy customers.”



# The Automation Opportunity

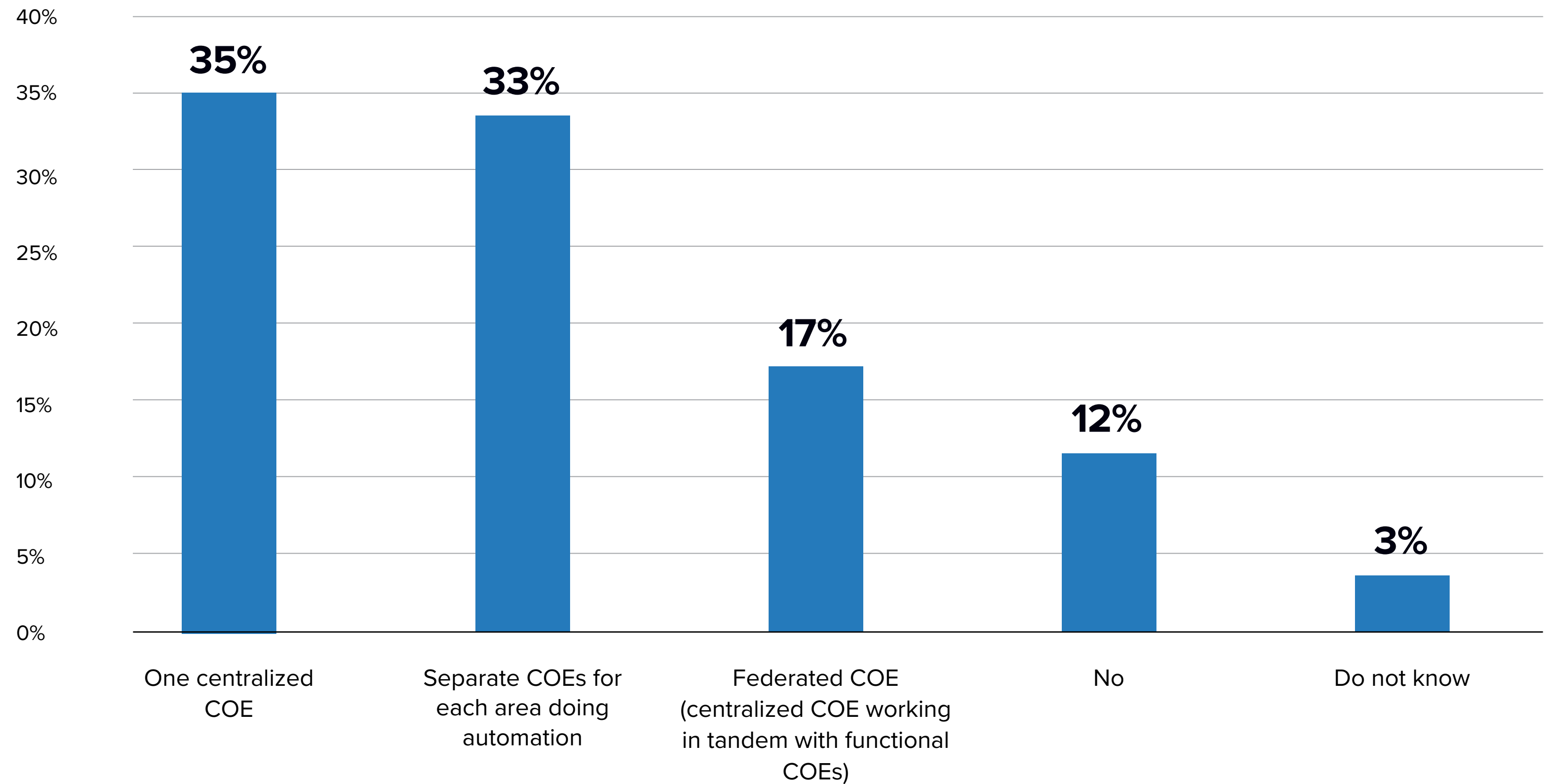
Enhanced process automation is key to delivering better experiences while driving operational efficiency.

GBS organizations have many of the prerequisites to become the primary center of excellence (COE) for automation. These include process knowledge, automation skills, and service management capabilities.

In 2023, IDC research found that 52% of European organizations had either a centralized COE or a hybrid model where a centralized COE works in tandem with functional COEs. The remainder lacked any central coordination of automation activities.

- GBS organizations are in the pole position to become the automation COE for the enterprise.
- As a centralized organization, GBS can drive cross-workflow integration, boosting efficiency and CX.

## Does your organization have an automation center of excellence in place?



# GBS Organizations Require a Technology Platform that Orchestrates Systems, People, Bots, and Data

In the future, GBS organizations will orchestrate an array of automation technologies and continually evolve their use.

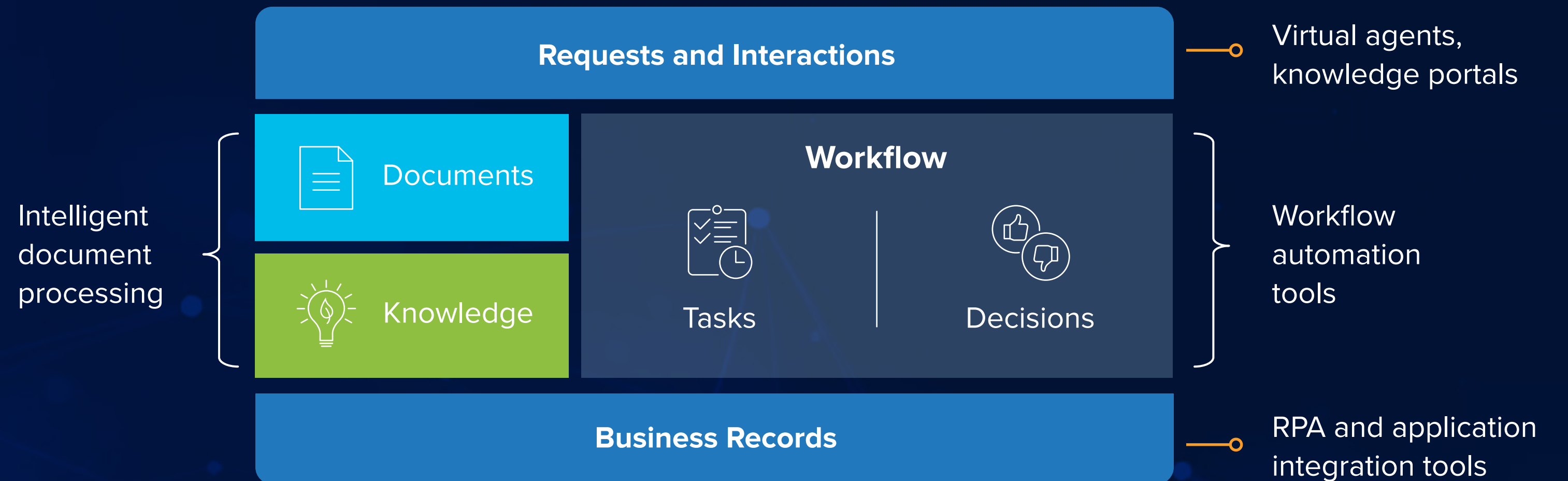
Virtual agents and self-service knowledge portals help to automate and streamline aspects of collaboration and request and interaction management.

Intelligent document processing automates the interpretation of documents, providing actionable information quickly.

RPA bots and application integration tools can automate tasks and actions across existing systems of record.

Workflow automation tools **provide a common orchestration capability for driving the interplay between systems, people, bots, and data.**

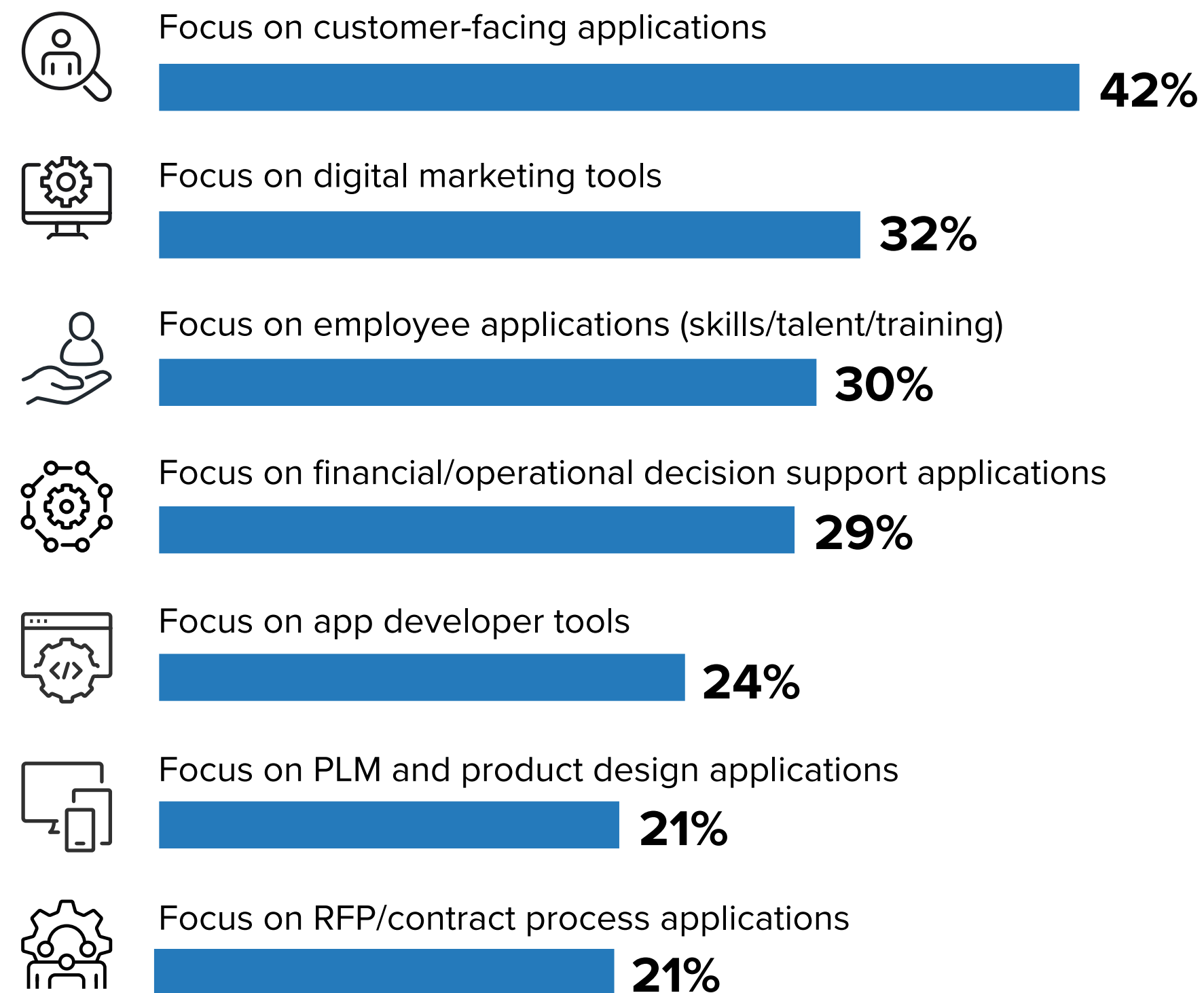
Modern service delivery platforms bring these capabilities together. They also provide low-code design and development environments that make it easier for clients and providers to work in a collaborative, agile fashion to design, implement, and change solutions.





# GenAI will Revolutionize the way GBS Organizations Serve Customers

What are the top 2 areas of focus for your C-suite when it comes to integrating generative AI (GenAI) into existing applications or business processes?



- Business leaders want to deploy GenAI — and 42% say they are prioritizing customer-facing scenarios.
- Many processes operated by GBS are an excellent fit for the application of GenAI. Large language models will help customers interact with processes and receive support without relying on humans.
- GBS teams will become experts at integrating GenAI into workflows.

**GBS organizations must embrace the coming GenAI revolution.**



# Transforming GBS

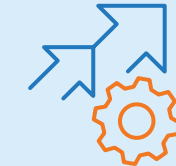
To capitalize on the opportunity to become the automation COE, GBS organizations must develop in four key areas:

## Speed and Visibility



- **Reduced Cycle Time:** The shortest possible time between process initiation and completion
- Continuous visibility of process status (removing customer doubt and chasing)
- Preemptive compensation for seasonal peaks in workload
- **Continuous Workload Optimization:** Load balancing between teams based on skills, availability, and SLAs

## Efficiency



Continuing to execute processes at the lowest cost:

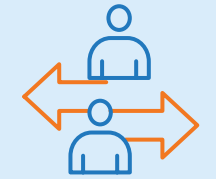
- Given that technological advancements have enabled new levels of efficiency
- Given that internal and external customers are shifting to digital channels
- Given the economic environment
- In the face of changing global dynamics

## Contextualization



- Providing a single point of service within the context of the customer's work (e.g., help desk)
- Combining process flows to drive efficiency and boost experience (e.g., new starter processes)

## Flexibility



Adapting quickly to new requirements and changing economic conditions through:

- **Scalability:** The ability to operate economically at small scale but expand quickly
- **Agility:** The ability to change processes very quickly
- **Resilience:** The ability to continue operations in the face of disruption
- **Compliance:** The ability to quickly and efficiently respond to evolving regulations

← Customer-Centric GBS: Taking an Outside-In View of Process Execution →

**GBS organizations have the knowledge and capacity to evolve processes to meet emerging needs. They will need automation tools to make this a reality.**

# A New Era of Collaboration

## The History

GBS organizations are a development of the shared service center concept that emerged in the 1990s. Shared service centers tended to focus on the execution of processes for a single function and were created to drive down process execution costs. The cost reductions were largely driven by reduced labor costs achieved by locating shared service centers in low-cost locations. For functional and geographical reasons, shared service centers existed in an organizational silo.

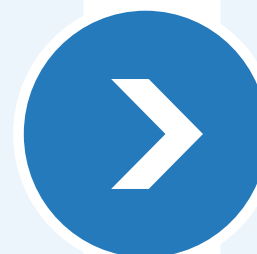
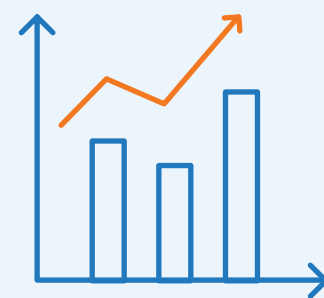
## GBS in 2023 and Beyond

GBS organizations typically serve an array of functions and business units. Today, far from being a silo, they are a bridge that connects other parts of the business through common data and processes.

GBS organizations continue to offer low-cost process execution. But much of the value created now is a result of the collaboration enabled between each area of the organization.

### Performance Measures: Process-Centric

- Processing cost
- Performance to service-level agreement
- Response time
- Process specific measures, typically accuracy related



### Performance Measures: Human-Centric

#### Net Promoter Score (NPS)

- Measured at an experiential level, not necessarily a single process

#### Value added

- Margin on service
- Linking GBS to profit



# Case Study: Danone



World-leading global food and beverage company Danone has a long history of acquisitions. In 2024, it operates in over 55 countries and employs around 100,000 staff. The evolution of the business led to diverse systems and processes.

Many systems aged. Outdated and inconsistent processes were preventing Danone staff from reaching their full potential. And there was new recognition that EX underpins CX.

Danone had already implemented ServiceNow for IT service management but decided to engage KPMG in France and the U.K. to help achieve its objective of standardizing, simplifying, harmonizing, and automating business services.

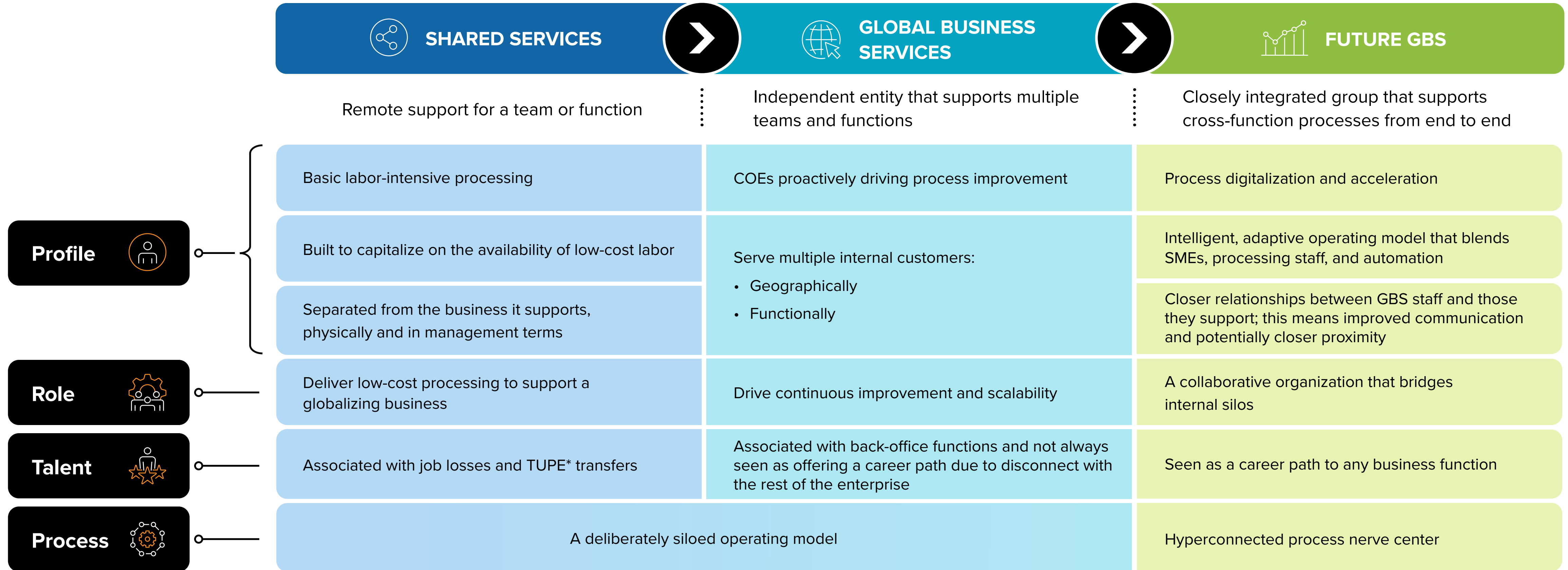
Using the KPMG Powered Enterprise GBS solution enabled by ServiceNow technology, the project team looked for ways to integrate and optimize processes using the KPMG Target Operating Model. The model is designed to deliver on both the need for an excellent user experience and to enable enterprisewide efficiency and productivity. This is an example of utilizing the latest technology to achieve the best of both worlds.

The ServiceNow platform was employed to create continuous digital workflows that traverse business functions and legacy systems while automating or deflecting many tasks, enabling agents to become more proactive.

## Outcomes

- HR, finance, procurement, and master data management processes are managed within a single organizational structure.
- Danone staff have access to a single unifying portal. The solution has been named Founda!
- End-to-end process flows were created that traverse business function and geographical boundaries.
- Process continuity enabled greater automation and full visibility.
- Full data availability has led to more innovation and better problem solving.
- Operational reporting capabilities have driven a more customer-centric culture.
- The GBS organization is scalable and can sustain growth in an increasingly digital environment.

# The Future of GBS



**The future GBS organization will be hyperconnected and staffed by the tech-savvy.**

\* TUPE stands for transfer of undertaking protection of employment. It is European legislation that protects staff from redundancy during outsourcing by transferring them to the new service provider.

# About the Analysts



## Tom Seal

Senior Research Director  
European Enterprise Applications

Tom Seal is a senior research director in IDC's European enterprise applications team. He has over 20 years' experience as an analyst, consultant, and technology procurement manager. He focuses on the ERP market and the future of the finance and procurement functions. Current research includes investigating the business case for ERP modernization and the economics of cloud technology. In addition, he is part of IDC's Intelligent Business Operations and Augmented Humanity practices. Tom also delivers consulting on the development and commercialization of ERP and financial applications.

[More about Tom Seal](#)



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Neil Ward-Dutton is vice president, Automation, Analytics, and AI at IDC Europe. In this role, he guides IDC's research agendas and helps enterprise and technology vendor clients make sense of the opportunities and challenges across these fast-moving and complicated technology markets. In a 28-year career as a technology industry analyst, Neil has researched a wide range of enterprise software technologies, authored hundreds of reports, and regularly appeared on TV and in print media.

[More about Neil Ward-Dutton](#)

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ServiceNow helps digitalize and unify organizations of every size in every industry so they can find smarter, faster, and better ways to work. ServiceNow's industry-leading workflow solutions optimize processes, connect data and silos, and accelerate innovation at scale to create new value on a single, unifying AI platform built for digital transformation.

KPMG firms help clients transform their organizations and realize the full potential of their people and technology through a business-led, tech-enabled approach. Combining KPMG professionals' deep functional and sector knowledge with our digital transformation suite of services, we help organizations solve their most pressing business challenges and identify opportunities to achieve better outcomes.

Together, KPMG firms and ServiceNow help organizations modernize processes across the enterprise — connecting the front, middle, and back offices to unlock benefits throughout the end-to-end value chain. We apply AI and low-code technologies to reduce manual tasks with automated, intuitive experiences that help improve productivity and efficiency. By combining KPMG methodologies with ServiceNow platform capabilities, we offer digital solutions that enable teams to focus on more rewarding work and that empower them to deliver greater strategic value for the enterprise.

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