

Navigating AI in GBS: Key Considerations, Strategic Choices and Future Opportunities

Why AI Matters Now for GBS

"The question is no longer whether AI will impact GBS. The question is whether GBS will lead the transformation or be transformed by others."

- Today's vision considers GBS centers as an enabler for digital transformation and innovation catalyst.
- AI is elevating the core of GBS and accelerating this evolution going beyond transaction processing toward decision support, forecasting, insights, and innovation.
- The opportunity is not simply doing the same work faster but fundamentally redesigning how work gets done.
- Organizations that embrace AI can improve service quality, employee experience, speed, and decision-making simultaneously.

Strategic decisions leadership must make

1. Define the Goal

- Efficiency: reduce cost, effort, cycle time and errors.
- Effectiveness: better quality, forecasting and service.
- Transformation: redesign processes and create new value.

2. Set the Operating Model

- Human-led with AI support.
- Digital workforce handling routine transactions.
- Autonomous processes with exception management.

3. Prioritize the Domains

- Not every function should start at the same time.
- Start where payback is clearest.
- Move progressively toward predictive capabilities

4. Select the AI Portfolio

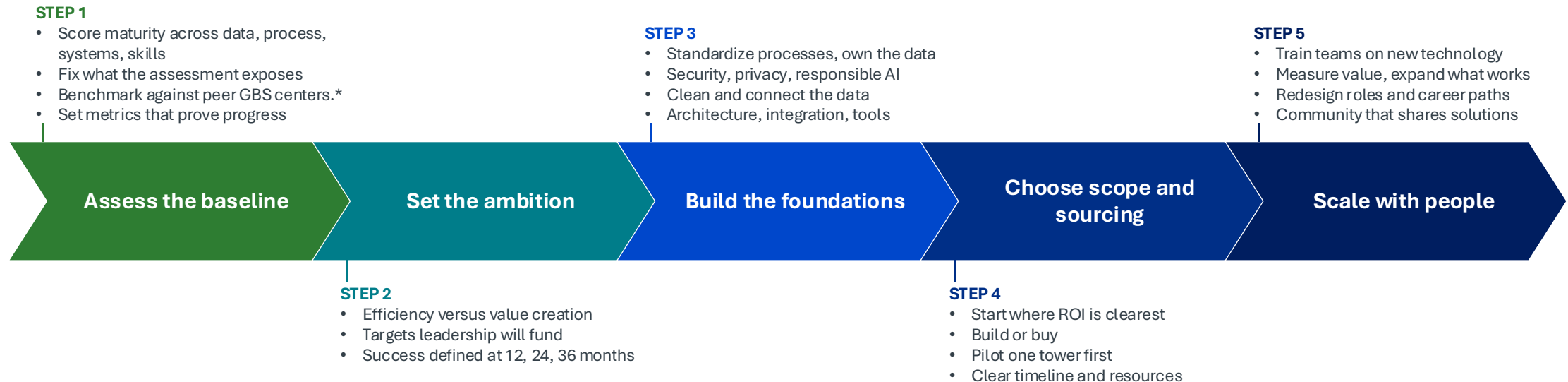
- Automation: RPA, orchestration and process mining.
- Intelligence: machine learning and predictive analytics.
- Generative and agentic: copilots and autonomous agents.

5. Decide Build vs Buy

- Use ecosystem and Microsoft platforms as the default.
- Build custom only for strategic differentiation.
- Try different tools and technologies.

These five decisions are leadership calls, not technology calls: settle ambition, model, sequence, portfolio and sourcing before scaling AI.

Steps to make the strategic choices work



Sequence matters: assess, decide, prepare, then scale. Skipping a step simply moves the risk further down the road.

(*) in alignment with compliance according to the company's internal policies and local legislation

Start with an honest GBS maturity assessment

Where does your GBS sit today?

Stage 1 — Fragmented

Manual, non-standard processes and scattered data.

Stage 2 — Standardized

Common processes and clean, governed data.

Stage 3 — Integrated

Connected systems and end-to-end ownership.

Stage 4 — Intelligent

AI embedded in decisions, insight at scale.

What the assessment must check

- Data quality, ownership and governance readiness.
- Process standardization and documentation.
- System integration and technical resources.
- Security, privacy and responsible AI controls.
- Skills and capacity to adopt new technology.
- Funding, sponsorship and a clear value case.
- The impact on people, processes and systems.

Stages cannot be skipped: AI amplifies whatever maturity already exists, so the assessment sets the realistic starting point.

Key considerations

Data Readiness

- AI is only as good as the data that feeds it.
- Poor data quality undermines confidence in the results.
- Governance and ownership are essential.

Process Maturity

- Automating a broken process accelerates inefficiency.
- Standardize and simplify before deploying AI.
- Clear ownership, controls and exception handling must exist.

Security & Compliance

- Protecting financial, HR, and customer data is critical.
- Responsible AI frameworks are becoming mandatory.
- AI methodology with clear steps and tollgates.
- Clear governance to ensure sustainability.

Change Management

- Technology adoption is a challenge.
- Employee trust determine success.
- Visible sponsorship and consistent leader matter.
- Be clear early on what AI will and will not change for roles.
- Involve process owners so adoption is owned, not imposed.

System Quality

- Stable, well-integrated systems are the foundation for AI.
- Fragmented platforms limit scalability.
- Reliable interfaces keep data accurate end to end.

Technology Capability

- Teams need the skills to use new tools effectively.
- Targeted training builds confidence and speed.
- Capabilities sets the progress of adoption.

The AI implementation strategy

Intelligent Automation & AI



RPA, AI and predictive analytics to improve efficiency, accuracy and outcomes.

Purpose of Pillar I

- Free operational capacity, reduce errors and improve accuracy so teams focus on value-adding work.
- Scale RPA, AI, ML and autonomous agents across GBS.

Governance roles

- Sponsors and site leader set direction and remove obstacles.
- Strategy lead coordinates execution; process owners run initiatives.
- Leadership team aligns priorities and unblocks resources.

How progress is managed

- Local Automation COE prioritizes and approves the use-case portfolio.
- Benefits measured as tangible versus realized.
- Predictive analytics pilots lift forecast accuracy.

Challenges to clear

- High workload, peak demand and manual dependency.
- Gaps in advanced automation and AI capability.
- Initiative fatigue across the organization.

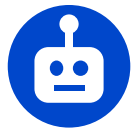
AI scales through governed capability: technology, data, operating model and talent advance together, with clear owners and measured benefits.

Common challenges

01	Unrealistic Expectations	• AI is not magic; value comes from disciplined implementation • Benefits promised before the data is ready • No baseline, so gains cannot be proven
02	Lack of Governance	• Uncontrolled AI use creates compliance and risk exposure • No single owner for models, data or tools • Unclear accountability for AI-driven decisions
03	Too Many Pilots, Too Little Scale	• Experiments never get industrialized • Proofs of concept lack a production owner • Funding stops at the pilot stage
04	Resistance to Change	• Employees fear replacement rather than empowerment • Old ways persist alongside the new tool • Weak communication fuels rumor and doubt
05	Skill Gaps	• Adoption moves faster than workforce readiness • Few people can interpret or challenge AI output • Training is generic instead of role-based

None of these are technology problems. Each is solved with governance, discipline and investment in people.

Future opportunities



Agentic AI

- AI systems that execute and coordinate workflows.
- End-to-end case handling with fewer handoffs.
- Exceptions resolved without ticket queues.



Predictive and Prescriptive Operations

- Predict issues before they occur.
- Recommend actions automatically.
- Risk and compliance monitored in advance.



Autonomous Reporting

- Reports generated automatically.
- Narratives written from the data itself.
- Self-service answers replace report requests.



Digital Coworkers

- AI agents supporting GBS processes and analytics.
- Assistants that draft, reconcile and validate work.
- Knowledge instantly available to every analyst.

"GBS will evolve from a shared services organization into an intelligence-driven business platform."



Final takeaway: three messages for leaders

1. Get obsessed with the problem first, not with the agents or the solution.

Understanding where and when to trigger AI is a key enabler for its effective implementation.

2. Assess and prepare your people, process and systems for the transformation

AI transformation is a workforce transformation.

3. Think about AI as a vehicle and not as a destination.

Re-imagining your processes and elevating the core should be at the top.

"The future of GBS is not about humans versus AI. It is about humans and AI working together to create a faster, smarter, and more valuable enterprise."