



POINT OF VIEW

From vision to value

Evolving your shared services with GBS on Now

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Translate challenges into opportunities

GBS organizations can serve as digital vanguards in their enterprise, delivering value through a growth mindset and a focus on business impact.



Leading businesses are investing in global business services (GBS) to amplify the impact of their technology and teams.

GBS is intended to create alignment among enabling functions—like human resources (HR), information technology (IT), and finance—by serving as a single enterprise organization.

While the promise of GBS is appealing for many businesses, the prospect of unifying and simplifying their organizational complexity can be daunting.¹ Different functions often work in silos, using their own technologies and working methods. Because of these disparate ways of working, functions within the same business may operate at different levels of digital maturity.²

To deliver streamlined experiences for end-to-end journeys, businesses need to embark on end-to-end transformation—with a clear vision and defined path to progress.

66 *The pressure for GBS transformation is on. With our 'Engage, Act, Perform' framework and deep industry experience, we help clients drive impact—quickly and continuously.*



SEAN PEPPER

Deloitte Partner,
Enterprise Technology & Performance

The GBS vision



CONSISTENT EXPERIENCES

Implementing a single system of engagement can improve experiences and efficiency. With this one-stop shop, employees can use one unified portal to request services or information—no matter their ask.



BUSINESS VALUE

When specialized agents handle every type of service request, it becomes costly at scale. The GBS model can save time and money by reducing the duplication of work in different silos, enabling self-service, and automating many repetitive tasks.



ORGANIZATIONAL DESIGN

Standardized processes can create opportunities for greater value. For example, negotiating with vendors at scale across the organization may improve the company's procurement position compared to negotiating multiple contracts.

Accelerate the GBS journey

Deloitte GBS on Now is organized around three themes—Engage, Act, and Perform—which businesses can use to create a runway that accelerates the GBS journey.



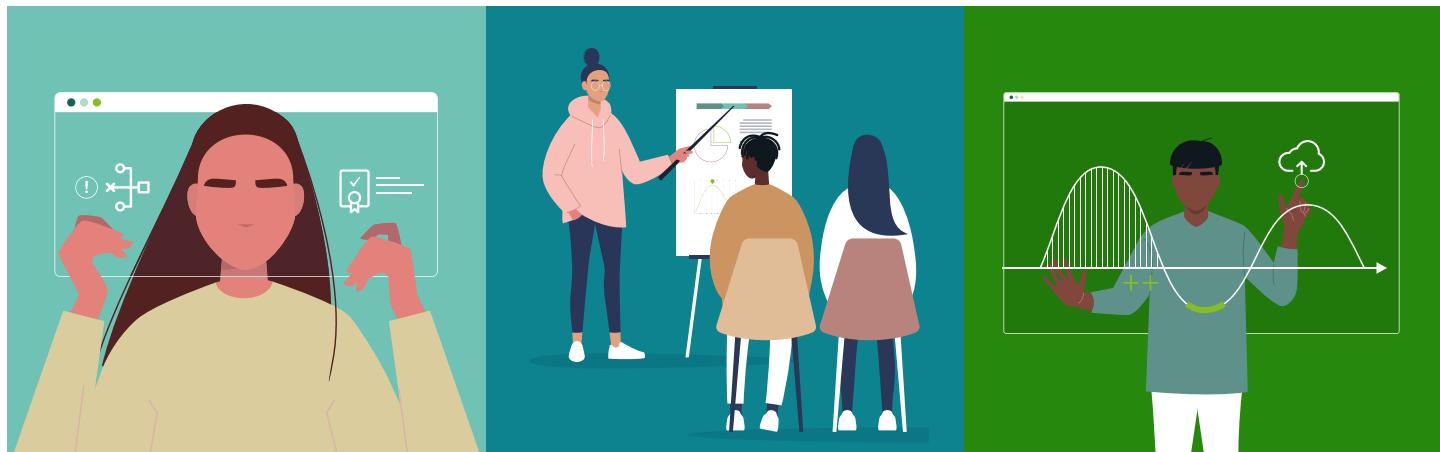
Although the transition to GBS may be intimidating, the potential to improve service agility, quality, and speed is clear. With GBS on Now, Deloitte helps businesses at every step of the GBS journey.

Deloitte's GBS practitioners start by aligning functional teams around a shared vision on how best to deliver services across the organization. Then, they begin simplifying organizational and technological complexity to quickly deliver business impact.

Capabilities like automation and knowledge management allow organizations to provide end-to-end service delivery and to determine continuous improvement initiatives informed by system-generated analytics.

And with a hyperfocus on employee experience, organizations can ensure that workers never need to guess where to go when they need help or information. Instead, end users are empowered to self-serve with instant access to the services and knowledge they need.

Turn your GBS vision into value with Deloitte's Engage, Act, Perform framework.



1 Engage

Put humans at the heart of your design and provide consistent experiences with a one-stop shop for services.

2 Act

Drive the flow of work across functional silos while concealing the complexity of enterprise technology.

3 Perform

Gain robust insights to power continuous service improvement and better target investment spend.

Small steps can lead to big transformations

Identify effective, cross-functional solutions that boost experience and efficiency.



To overcome the obstacles that businesses face in the early stages of their GBS journeys, it's not enough to simply exchange one technology for another. Instead, it takes a new mindset.

GBS on Now aims to shield enterprise service complexity from the outside world. A single portal for services makes it easy for end users to know exactly where to go when they need help. And with ServiceNow serving as a unifying platform, enterprises can streamline service delivery and ensure consistent experiences.

By addressing experience first, enterprises can be flexible in their broader GBS implementation while delivering quick wins for the entire organization.

Early-journey challenges

-  Organizational units, such as finance, legal, HR, and IT, often work in silos
-  End users must engage with multiple entry points to request services associated with these different functions
-  GBS agents must complete duplicative, manual work to fulfill service requests that span these silos

Starting small

Offer a one-stop shop for GBS services to deliver excellent experiences with a harmonious digital identity.

1

Create a service taxonomy

Organize and classify the services that are available to create a global portfolio.

2

Optimize your service catalog

Vertically and horizontally integrate the service catalog across user intent for a few strategic functions.

3

Implement knowledge management

Create, curate, and harvest knowledge to power continuous improvement—while also enabling self-service.

4

Bring it all together

Boost experiences and efficiency with a unified portal that provides self-service access to the catalog and knowledge management.

Technology enables new ways of working

Technology orchestration drives work across the enterprise for improved efficiency and empowered workers.



After taking the first steps toward GBS maturity by creating an engagement layer, what comes next depends on the organization's specific needs. Is it set up to do cross-silo delivery, or are people being forced to wait for tickets and connect the dots themselves?

Businesses can take the GBS vision from concept to reality with new, cross-functional orchestration. Automated workflows cut across silos, driving the flow of work across the enterprise.

This makes it possible to deliver streamlined, consistent experiences—with the ultimate goal of tracking user journeys from end to end.

Mid-journey challenges

-  Some business functions may still be using different systems and portals
-  GBS agents must switch between different applications, platforms, and tools to complete requests
-  This “swivel chairing” adds up to cost the organization time and money

Growing fast

Go beyond robotic task automation. Digitize work across functional silos to reduce costs, accelerate service delivery, and resolve issues correctly.

Enhance your engagement layer

Enable self-service by allowing employees to engage with GBS functions via universal request or virtual agent support on mobile or desktop portals. Improve engagement and give back time to GBS agents and end users with relevant, in-the-moment knowledge articles and real-time status updates.

Improve the “messy middle office”

Workflow user journeys for edge-to-edge, delivery-integrating services. A unified system of action improves how agents work from end to end—reducing “swivel-chairing” between different tools and significantly improving resolution times.

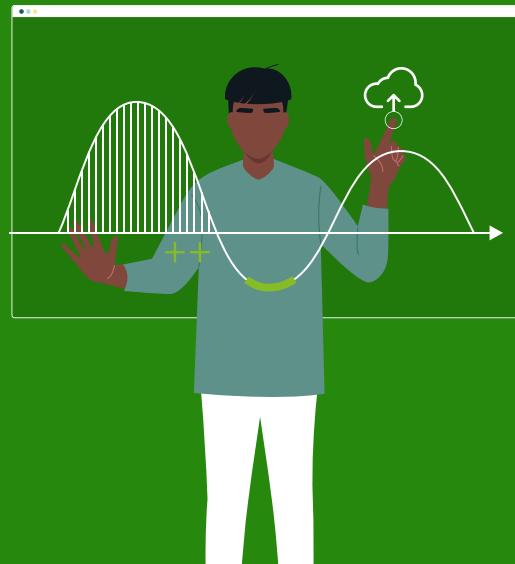
Empower GBS desk agents

Shift routine work away from email, phone, and desk agents, and provide fast access to care agents so they can quickly resolve sensitive and complex problems. With better workspaces and tools that are integrated with back-end enterprise systems, GBS agents can more effectively improve the work experience of the organization’s people.

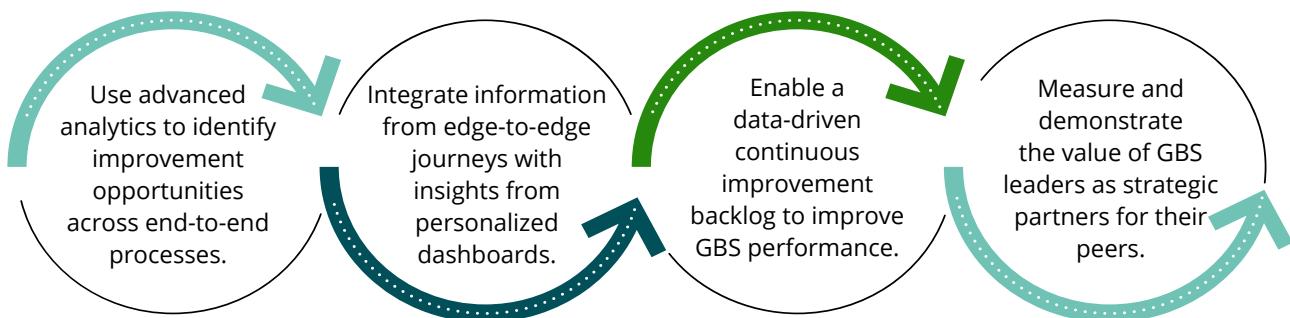


Insights drive continuous evolution

The future of GBS lies in its ability to help companies do even more with less.



By leveraging data and knowledge from across multiple businesses, functions, and geographies, Deloitte GBS on Now can transform customer and employee experiences with predictive insights at speed.



Throughout their clients' journey, Deloitte's GBS practitioners always have the next step in mind—and can provide insights around which parts of the system to leverage at different points of the transformation.

And by getting the most out of ServiceNow, GBS organizations can deliver value through a growth mindset and a focus on business impact—while providing excellent employee experiences, accelerating service delivery, and powering innovation and continuous improvement.

Achieving GBS value

Business leaders report several benefits¹ to their GBS investments:



The GBS “center office”

A new GBS delivery model is emerging.

Learn more in our POV:
GBS on Now: Make work flow across the silos.



Meet the authors

Deloitte's GBS leaders draw on deep experience to elevate nearly every area of people, process, and technology.



Roy Scholte
Sr. Manager, Enterprise Service & Process Management

Roy Scholte is a Senior Manager at Deloitte Consulting Enterprise Service and Process Management. With 15 years of experience in technology-driven transformations, he helps Deloitte clients align and streamline processes, and automate and mature them through ServiceNow capabilities. Roy has a remarkable track record in application reduction by standardizing delivery practices and enabling platform capabilities.



Martje van der Sluijs
Director, Finance & Performance

Martje is a business model transformation consultant with 15 years of project experience within the GBS domain. In her work as a consultant, she has gained detailed knowledge of the service delivery model definition for shared services and GBS, change management, and transition planning and management.



Saurabh Dubey
Managing Director, Technology Strategy & Operations

Saurabh is a seasoned technology leader with 18+ years of experience implementing innovative projects focused on building outcome-oriented solutions. As a technology industry expert, he helps businesses strengthen and execute existing growth and advancement plans. Additionally, his skill set includes the larger aspects of business and sales operations, including customer relationship development.



Sean Pepper
*Partner, Enterprise Technology & Performance
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Sean is a partner with Deloitte's North-South Europe firm, leading Deloitte's UK Service Management, Outsourcing Advisory Services and IT Financial Management businesses. He sponsors Deloitte's Business of Technology platform, global Service Management Community of Practice and co-leads the EMEA Sourcing Advisory Community of Practice. In addition, Sean leads the ServiceNow practice for UK and EMEA.

Engage. Act. Perform.

Learn how Deloitte GBS on Now helps organizations create business value, providing strategic steps toward realizing the vision of streamlined, end-to-end service delivery.



Contact our GBS team

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1 [2023 Global Shared Services and Outsourcing Survey](#), Deloitte, 2023.

2 E.J. Altman, D. Kiron, R. Jones, and J. Schwartz, [“Orchestrating Workforce Ecosystems: Strategically Managing Work Across and Beyond Organizational Boundaries”](#), *MIT Sloan Management Review* and Deloitte, May 2022.

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