

Generative AI

GBS: A catalyst for
your GenAI ambition

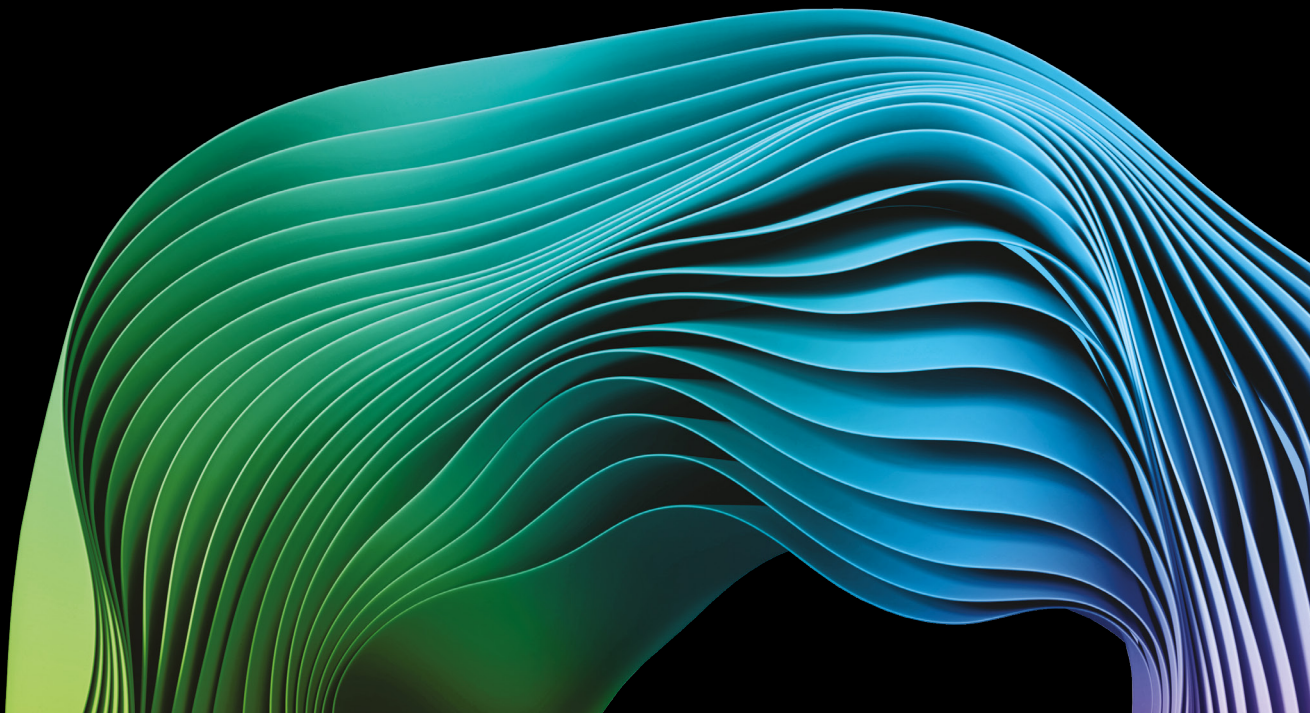
October 2024

Technology has consistently revolutionised business operations, providing a competitive edge to the organisations over the years. However, the emergence of Generative AI (GenAI) has sparked an unprecedented level of excitement and speculation. While previous technological advancements have undoubtedly transformed business operations, the question is: what makes GenAI so different?

GenAI is more than a technological advancement. This transformative technology, with its ability to learn, adapt, create, and even mimic human-like creativity and problem-solving, is poised to reshape industries, redefine business operations, and fundamentally transform the nature of work within an organisation like never before.

Now, imagine a future where Global Business Services (GBS), armed with the transformative power of GenAI, streamlines operations, drives efficiency and unlocks unprecedented levels of innovation across the entire enterprise. GBS with its deep understanding of business processes, commitment to service excellence, and collaborative approach can unlock the full potential of this transformative technology. This paper illustrates how GBS, leveraging its unique position within an organisation, can become a strategic catalyst for enterprise-wide GenAI adoption.

GBS leading the GenAI enabled transformation



GBS landscape has undergone a seismic shift, evolving from a back-office function into a digital room of innovation, driving strategic value from the heart of the organisation.

Today's GBS organisations are moving towards being laser-focused on key priorities: digitising end-to-end processes, fostering a culture of continuous innovation, elevating experiences for both customers and employees, and seamlessly integrating operations across the entire organisation. GBS has been a key contributor in driving this evolution by adopting technologies such as Robotics Process Automation (RPA) and Artificial Intelligence (AI), with GenAI now emerging as a game-changer.

Potential of GenAI

GenAI has immense potential to transform the way organisations operate today. Its wide range of capabilities can bring significant benefits to an organisation. Leveraging its capability to process and analyse vast amount of unstructured data, organisations can gain valuable insights, make data-driven decisions, and identify patterns or trends that may have otherwise gone unnoticed. This, in turn, can enhance operational efficiency, deepen customer understanding, and enable more effective strategic planning.

As organisations embrace the potential of GenAI, it has become a source of great excitement, with numerous use cases being developed across industries. However, organisations must address the crucial question of how to position GenAI to fully unleash its transformative capabilities.

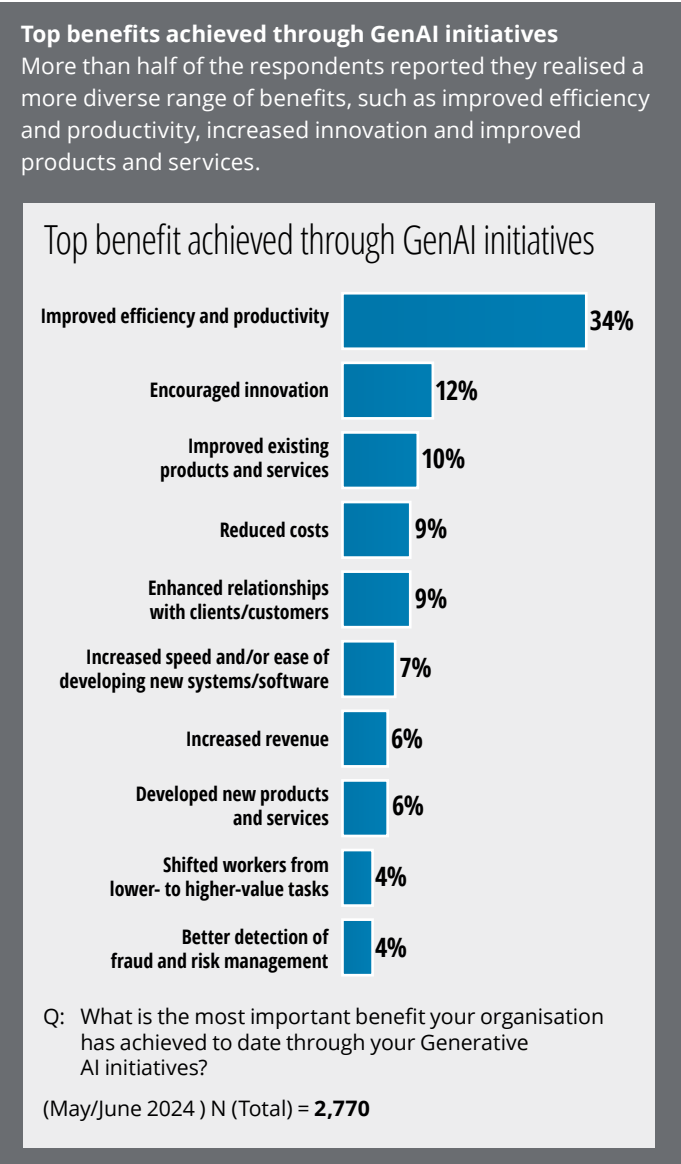
“For successful GenAI adoption, prioritise organisation-wide needs over isolated applications. This demands strong leadership alignment, cross-functional collaboration, and a talent pool with combined technological and business expertise. A dedicated GenAI incubation hub can accelerate and enhance outcomes.”

Amiya Kagalwala, Deloitte UK GBS and BPO Lead

GBS at the heart of transformation

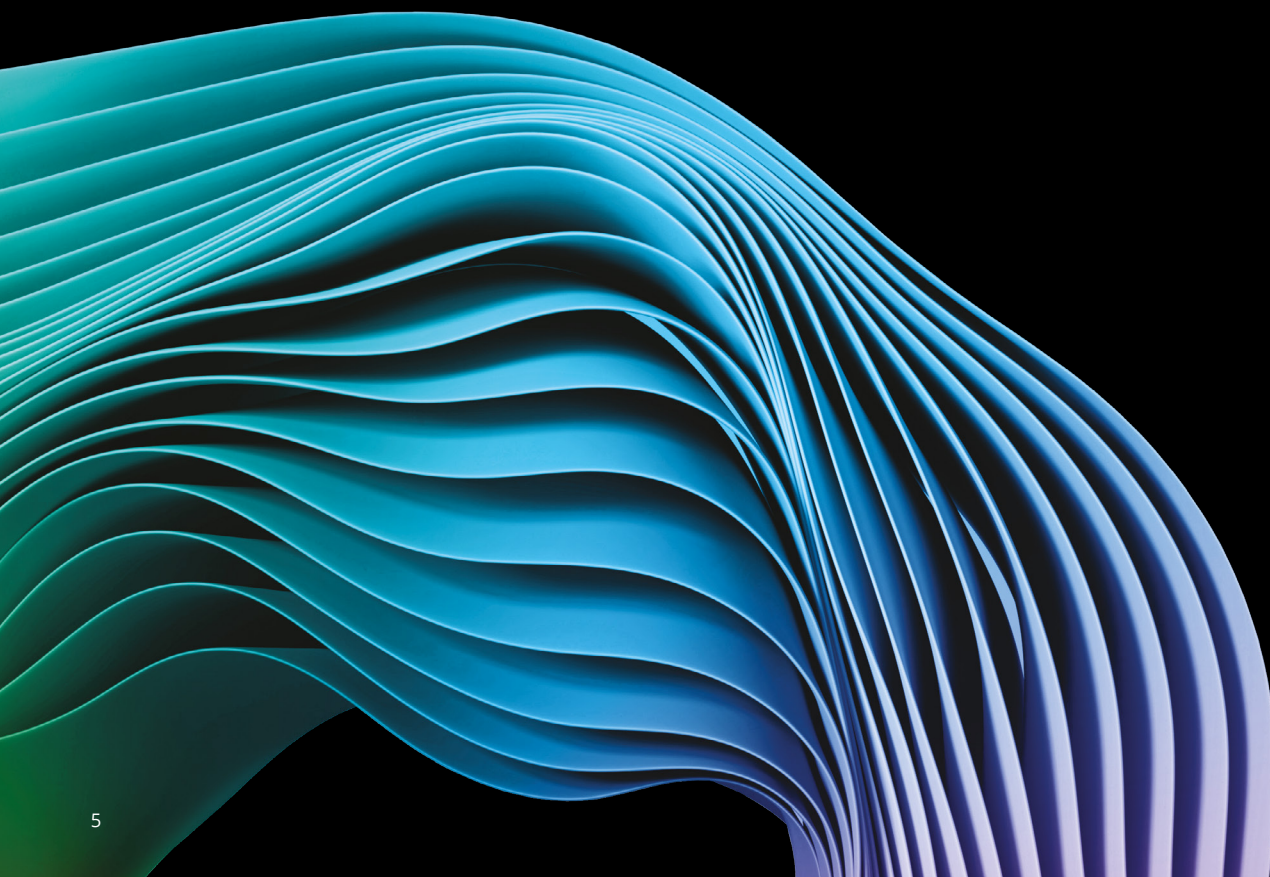
GBS is uniquely positioned to spearhead the enterprise-wide GenAI enabled transformation. Its deep understanding of end-to-end processes, combined with a commitment to service excellence and a collaborative approach across business units and geographies, makes it an ideal hub for driving GenAI adoption and innovation.

Furthermore, GBS has a proven track record of successfully implementing and embedding transformative technologies across the enterprise. This experience, coupled with its access to global talent pool and vast data resources, positions GBS as a key driver in unlocking the full potential of GenAI and delivering tangible business value. However, to fully unlock this potential, a strategic approach is crucial. Establishing GBS as an incubation hub for GenAI expertise, providing the necessary infrastructure, governance, and support, will ensure responsible and impactful GenAI implementation across the entire organisation.



References:
1. [2024 CEO Priorities survey](#)
2. [US State of GenAI report | deloitte.com](#)

GenAI: Reshaping business with Efficiency, Experience, and Insight



GenAI value plays



EFFICIENCY PLAY

Improve operational performance through increased productivity by doing more with less.

- ✓ **Automate** processes
- ✓ **Optimise** costs
- ✓ **Remove** waste
- ✓ **Drive** consistency
- ✓ **Improve** speed



EXPERIENCE PLAY

Provide fit-for-purpose and customised experiences to users, customers, partners, and employees.

- ✓ **Personalise** content
- ✓ **Amplify** creativity
- ✓ **Differentiate** services
- ✓ **Improve** knowledge
- ✓ **Enhance** quality and outcomes



INSIGHT PLAY

Develop and enhance enterprise digital and data capabilities that are enabled by GenAI.

- ✓ **Generate** new insights
- ✓ **Improve** decision-making
- ✓ **Extend** asset utility
- ✓ **Increase** adaptability
- ✓ **Augment** workforce skills

Features of GenAI

Stand-out use cases that organisations are exploring



Analyse

Generate an analysis on large sets of information (e.g. annual reports, competitor analysis).



Summarise

Generate a concise and coherent summary of a long text or collection of texts (e.g. meeting summary, news, regulation).



Transform and edit

Generate content by converting it into a new specific type, format or style (e.g. text to code, tone of voice, text to table).



Classify and categorise

Generate a category or label to an input and categorise (e.g. segment analysis, strategic industry ranking).



Answer (and ask)

Answer questions, or define questions on a specific topic (e.g. chatbot, search).



Collect and extract

Generate specific information from a given input (e.g. extract data fields from tax forms, proposals, previous reports).



Create, draft and inspire

Generate texts, ideas, images and/or videos based on a specific ask (e.g. lines of code, marketing e-mails, proposals, stories, new datasets, and so on).

Customer service

AI customer chatbots – handling a wide range of customer queries to reduce wait time and improve customer experience.

Legal

Assisted document review – analysing a volume of legal documents, flagging potential issues to improve efficiency of review.

Finance

Generating financial reporting – compiling and providing analysis of financial data, to streamline report creation and support decision-making.

HR

Employee onboarding – automating onboarding processes, to reduce administrative workload and improve new hire experience.

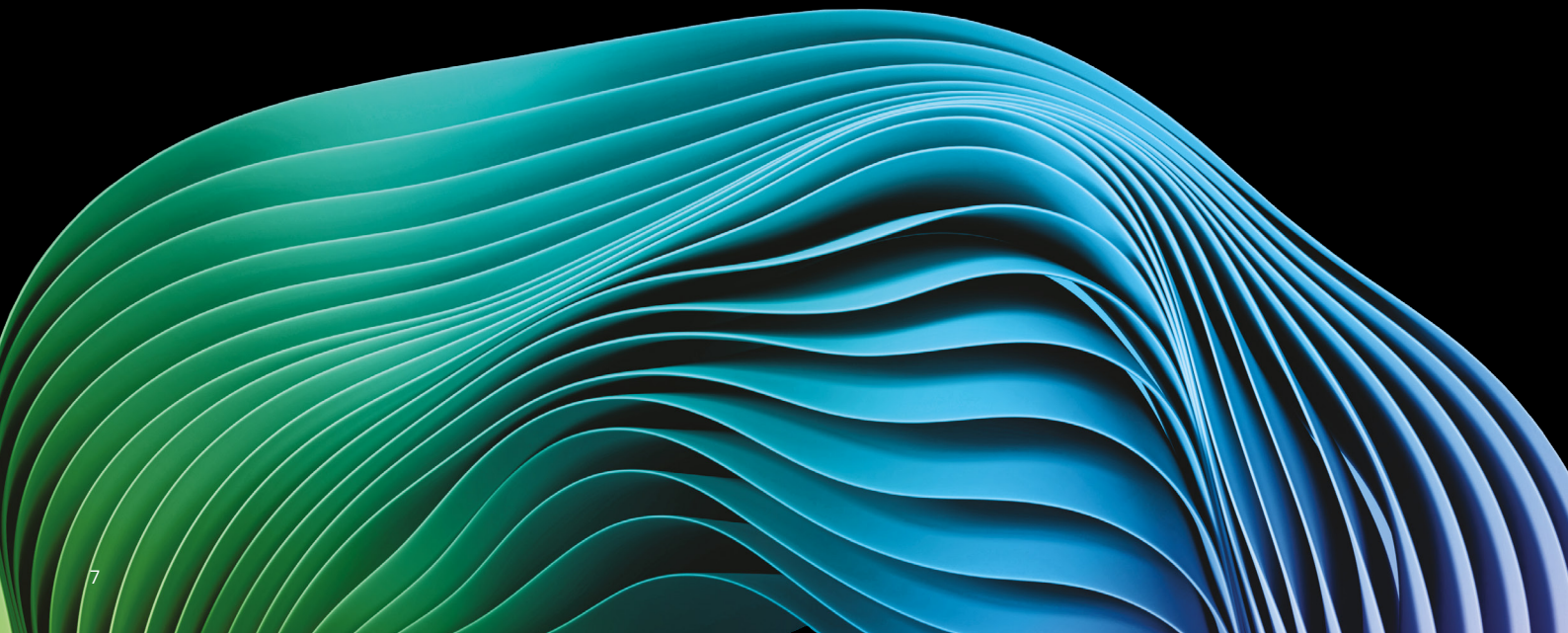
IT

Code review and documentation – reviewing code and automatically generating documentation, to ensure code quality and improve developer efficiency.

Marketing

Content generation – generating compelling and tailored marketing content, to attract and retain customers, and optimise content strategy.

**GBS is uniquely
positioned to drive
enterprise-wide
application and
adoption of GenAI**

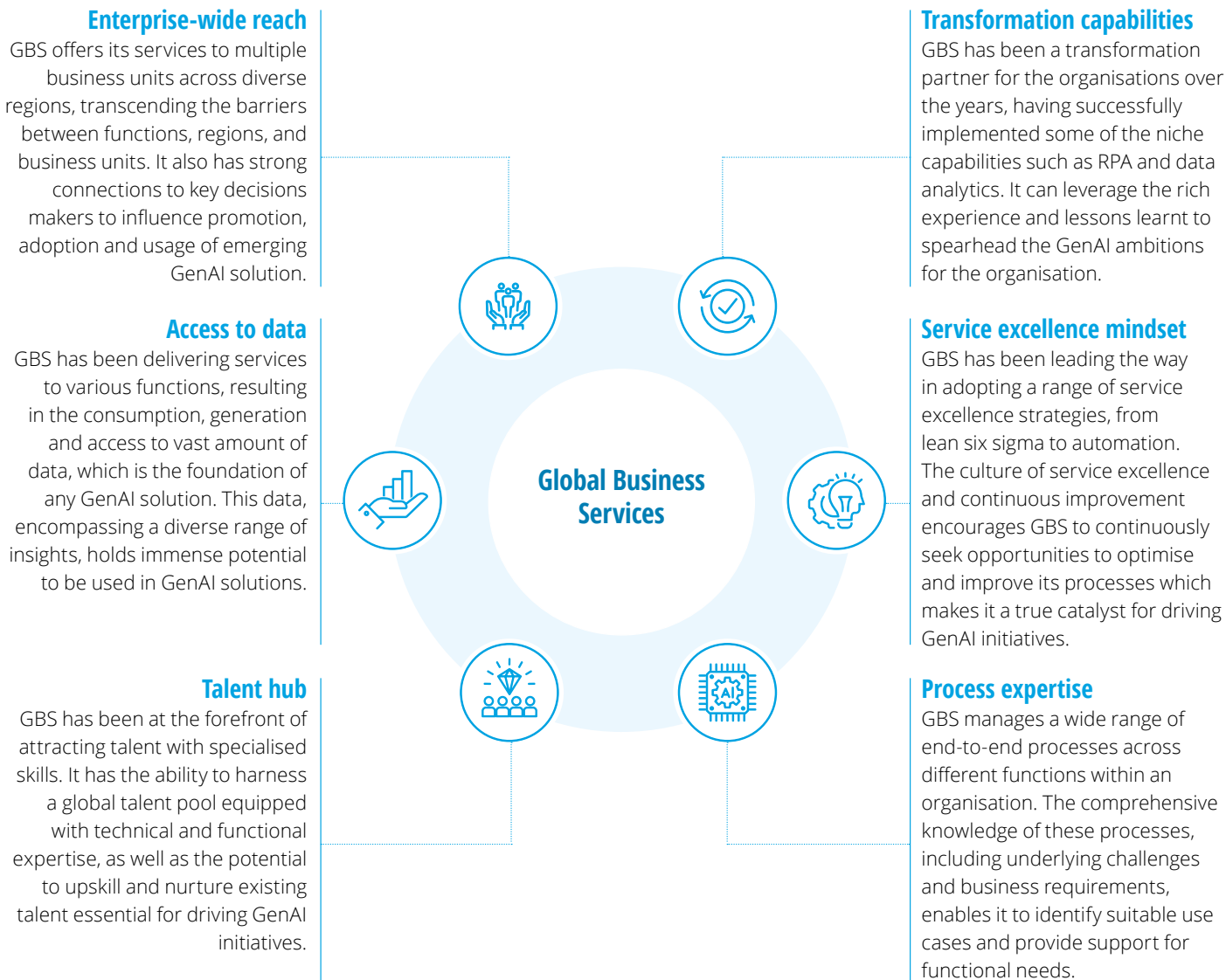


The evolution of GBS from back office to centre office has positioned it at the core of the organisation, driving strategic business value.

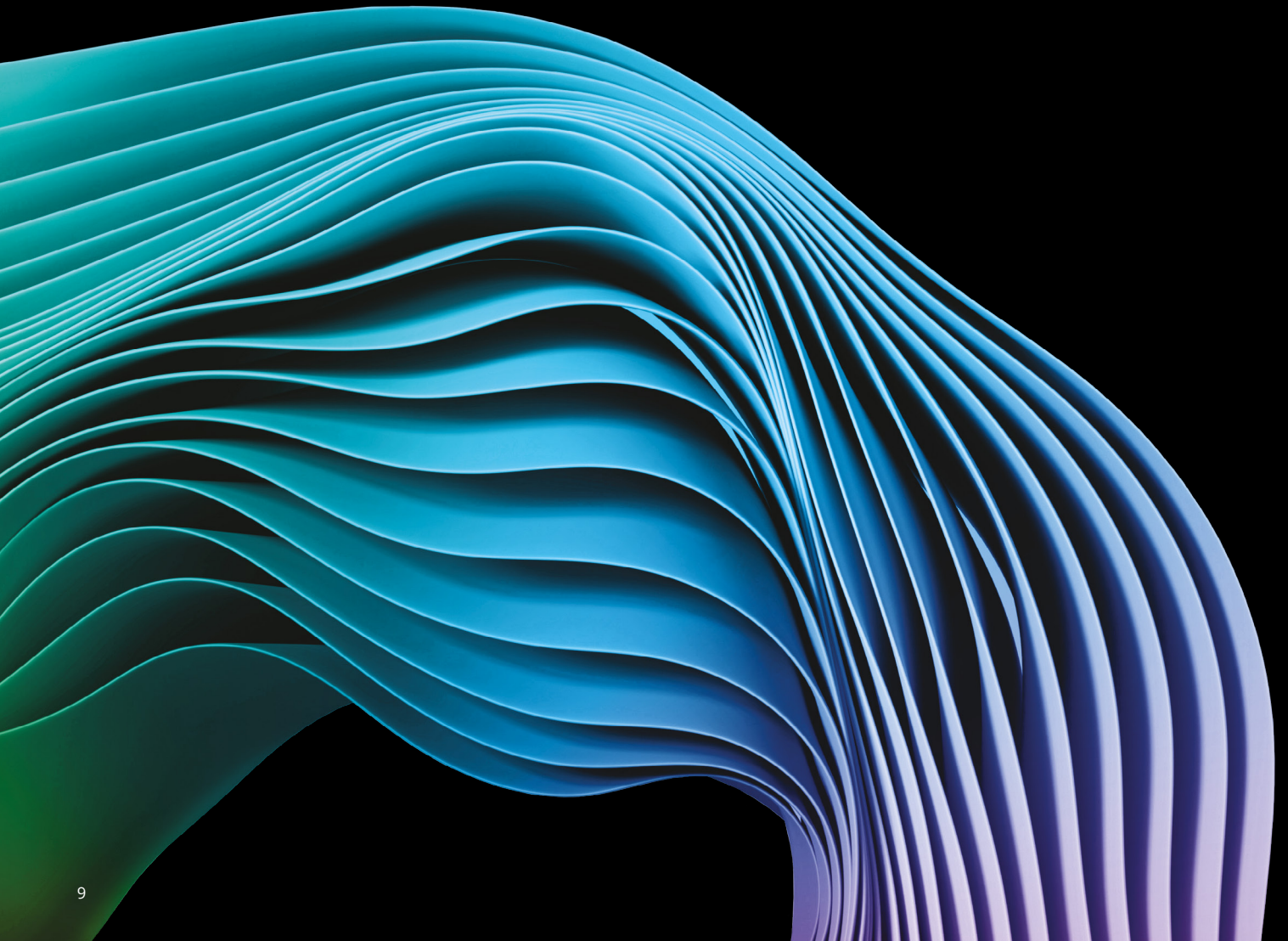
With its enterprise-wide reach, transformational capabilities and access to global talent, GBS can be a true catalyst in driving innovation through the integration of emerging technologies underpinned by deep process expertise. The focus of GBS on delivering value-added services and continuous improvement aligns with the objectives of GenAI, making it a natural partner for driving GenAI ambitions.

“GenAI is revolutionising how businesses operate, necessitating a substantial cultural and behavioural shift. This is especially true for GBS, which will not only be impacted by this change but can also play a pivotal role as a transformation engine for GenAI.”

Varvn Aryacetas, Deloitte UK AI Strategy and Innovation Lead



GBS is poised to help the organisations in every step of their GenAI journey



GBS has the capability to integrate GenAI seamlessly across your organisation and lay a robust foundation to drive all the phases of a GenAI journey. GBS can host a GenAI incubation hub and offer **“GenAI as a Service” (GaaS)** to multiple functions within the organisation. GBS GenAI value proposition extends far beyond the mere provision of optimal solutions, and it encompasses comprehensive support across multiple facets of the GenAI journey, ensuring talent development, technology adoption, change and governance.

01

Define integrated strategy

GBS can define a unified GenAI strategy and objectives that align with the organisation's strategic goals. GBS can lead the development of vision, strategy, and roadmap, and can also play a crucial part in determining a uniform approach whether to 'build' the capabilities in-house or 'buy' them from an external provider.

02

Identify use case and manage demand

With its deep understanding of the organisation's functions, processes and underlying pain points, GBS can identify the most promising use cases as well as offer insights on how GenAI can be used across the value chain. It can also manage demand, identify quick wins and prioritise implementation as per business needs across the organisation.

03

Drive insights from data assets

A high-quality dataset forms the fundamental cornerstone for any effective and reliable GenAI solution. GBS can ensure data quality, security, compliance, and facilitate data ingestion from various sources to enable effective application of GenAI solutions, including the implementation of advanced analytics to extract meaningful insights from the data.

04

Build right skills and capabilities

GBS can acquire and develop global talent and skills required for GenAI solutions. This involves identifying the required skills and hiring resources with right skill sets like data scientists and AI experts. GBS can also provide training and development programmes to upskill existing employees as per new GenAI powered processes.

05

Design unified architecture and solutions

GBS can assist in implementing and managing the GenAI solutions and the necessary technology infrastructure. GBS can collaborate with the IT team to select suitable AI platforms independent of specific functions, ensuring data security and privacy, and developing GenAI solutions for the most suitable use cases.

06

Drive change, adoption, and continuous innovation

GBS can play a crucial role in change management during the GenAI journey. This involves communicating the benefits of GenAI to stakeholders, addressing concerns and resistance, managing expectations related to behavioural changes required and facilitating the adoption of GenAI solutions across the organisation.

07

Establish core governance

GBS can define governance and compliance frameworks for GenAI solutions to ensure that it complies with the legal and ethical requirements. Additionally, it can establish clear guidelines and standards for the development, deployment and usage of GenAI solutions not only to harness its true potential but also to ensure responsible, sustainable and trustworthy usage of AI across the organisation.

08

Drive collaboration and partnerships

GBS can foster collaboration and partnerships with external vendors, technology providers, and research institutions to access the latest GenAI advancements. By staying connected to the broader GenAI ecosystem, GBS can bring in external expertise and stay at the forefront of GenAI innovation. Further, it can work with the internal IT team to leverage the core strength and expertise which exist within the organisation.

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