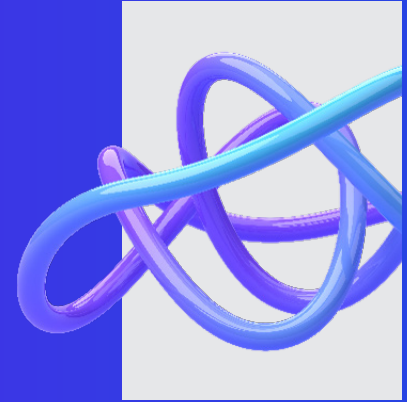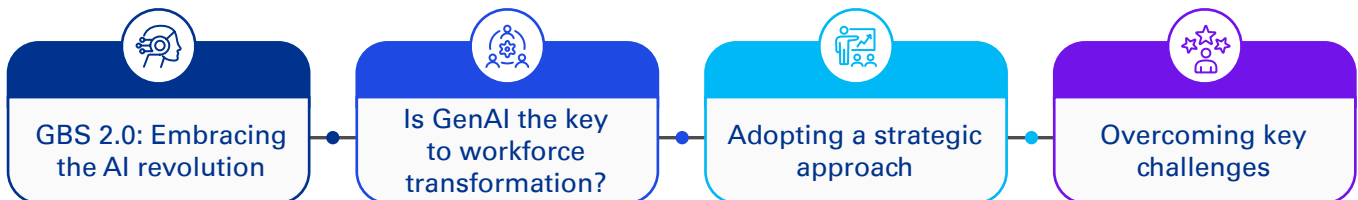# AI and GBS - Driving value and evolving the workforce

2025

Generative artificial intelligence (GenAI) and Global Business Services (GBS) are coming together, and the business world is taking notice. This powerful collaboration is unlocking hidden value, revolutionizing the workforce, and redefining service delivery models. As organizations harness the potential of GenAI within GBS, they are driving higher levels of efficiency, innovation, and business value.

Panelists discussed the following topics:

GBS 2.0: Embracing the AI revolution — **Is GenAI the key to workforce transformation?** — **Adopting a strategic approach** — **Overcoming key challenges**

GBS 2.0: Embracing the AI revolution

The world of GBS is undergoing a significant transformation, driven by rapid advancements in AI. A recent survey of over 500 GBS organizations reveals a spectrum of AI adoption. Some organizations are still exploring the potential, while others are already leveraging AI to drive value. As GBS leaders operate within this changing environment, a shift in focus emerges—from cost reduction to value creation.

AI is no longer just a tool for cutting expenses; it's a powerful enabler of innovation, enhanced customer experiences, and new revenue streams. As AI becomes integrated into GBS, the role of GBS itself is evolving—from a support function to a strategic partner driving business success. However, this transformation comes with challenges, such as data quality, technology integration, and the need for workforce upskilling.

Additionally, some organizations find it challenging to clearly articulate the business case and value proposition for AI adoption, which can slow down the implementation process. The future of GBS in the age of AI is increasingly automated, intelligent, and value-driven. Organizations that embrace AI as a strategic imperative and invest in the necessary talent and infrastructure will be well-positioned to drive efficiency, innovation, and a competitive advantage.

Is GenAI the key to workforce transformation?

The advent of GenAI is not only transforming the operations and service delivery models of GBS but also profoundly impacting its workforce. As this revolutionary technology takes hold, it is reshaping the skills, roles, and career trajectories within GBS, presenting both opportunities and challenges. GenAI's ability to automate complex cognitive tasks is one of its most significant implications for the GBS

workforce. By taking on work that was previously considered non-automatable, GenAI is redefining the scope for automation, creating new roles and opportunities within GBS as employees are freed up to focus on higher-value strategic activities.

However, there is a level of uncertainty and apprehension among employees regarding how AI will affect their roles and job security. In fact, the integration of GenAI is giving rise to new job profiles. These emerging roles require a unique combination of technical expertise, business understanding, and creative problem-solving skills. As a result, traditional career paths within GBS are evolving. The workforce also needs to be adaptable, agile, and open to continuous learning. To fully realize the benefits of GenAI, GBS organizations must adopt a human-centered approach to workforce transformation. This involves investing in comprehensive training and upskilling programs that enable employees to work effectively alongside AI systems

Adopting a strategic approach

As GenAI continues to reshape the GBS landscape, organizations must adopt a strategic and structured approach to effectively evolve their workforce. This transformative journey involves three key steps: identifying the right opportunities for AI augmentation, actively enabling the workforce to work alongside AI, and redesigning roles and processes to maximize the value created by AI. The first step in this strategic approach is to identify the areas where GenAI can have the most significant impact within GBS. This requires a deep understanding of the current processes, workflows, and tasks performed by the workforce. By conducting a comprehensive analysis of the work being done, organizations can pinpoint the specific activities that are prime candidates for AI augmentation. This data-driven approach ensures that AI investments are targeted towards the most promising use cases, delivering maximum value and efficiency gains. Once the opportunities for AI augmentation have been identified, the next step is to actively enable the GBS workforce to collaborate effectively with AI systems. This involves providing role-specific training and upskilling programs that empower employees to understand, trust, and leverage AI tools in their daily work. It's important to note that a one-size-fits-all approach to change management and workforce augmentation is ineffective when implementing AI. Organizations must tailor their

strategies to the specific needs and dynamics of their workforce. Measuring the impact and value created by AI is also crucial. Establishing clear metrics and key performance indicators (KPIs) that track the effectiveness of AI implementations, workforce productivity, and business outcomes is essential to demonstrate the Return on Investment (ROI) of AI investments. Regular monitoring and reporting of these metrics enable organizations to make data-driven decisions, refine their strategies, and continuously optimize the integration of AI within GBS.

Overcoming key challenges

As organizations embark on their AI-enabled GBS transformation journey, they face several challenges. Poor data quality has historically prohibited the adoption of AI and machine learning capabilities in GBS. Inaccurate, incomplete, or inconsistent data can lead to unreliable results and erode trust in AI-driven insights. However, GenAI and machine learning capabilities can also help address the challenges posed by imperfect data. The advanced algorithms and learning capabilities of GenAI enable it to identify patterns, anomalies, and relationships within data, despite the presence of data quality issues. This presents a significant opportunity for GBS organizations to leverage the power of GenAI to drive value and overcome data challenges.

Additionally, finding the right skills and talent to implement and work with AI technologies is another significant challenge. It's not just about finding people with technical skills, but also those who understand the business context, can translate business problems into the right use cases for AI, and can work effectively with business stakeholders. Furthermore, understanding the business case for AI and quantifying its value can be difficult. Organizations must have a clear understanding of desired business outcomes and establish a strong governance framework to track relevant metrics and demonstrate the ROI of their AI investments.

As GBS organizations navigate this transformative journey, the path ahead is filled with both challenges and opportunities. By leveraging the power of GenAI, fostering a culture of continuous learning, and investing in the right talent and infrastructure, GBS can redefine its role as a strategic partner and drive unparalleled value for businesses in the age of AI.

Today, where does your organization fall in the evolution of GBS?

870 responses

- 3%
- 4%
- 31%
- 14%
- 47%
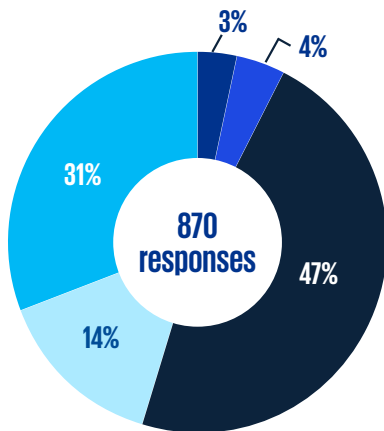
- ■ End-to-End Customer - centric Fully integrated GBS that focuses on the customer experience and connects the front, middle, and back office, enabling a Connected Enterprise
- ■ End-to-End Digital - Multi-functional GBS entity that delivers services on an end-to-end basis, enabled by enterprise service management (ESM) technologies
- ■ Fragmented - Processes within functions performed by BUs on their own behalf with policy and control guidance from Corporate
- ■ Integrated & Scaled - Processes consolidated to a regional/global service entity, some delivered on an end-to-end basis, and operated as a business with governance shared with BU's/Corporate
- ■ Siloed Shared Services - Processes and outcomes consolidated and owned by centralized functions; BUs are customers

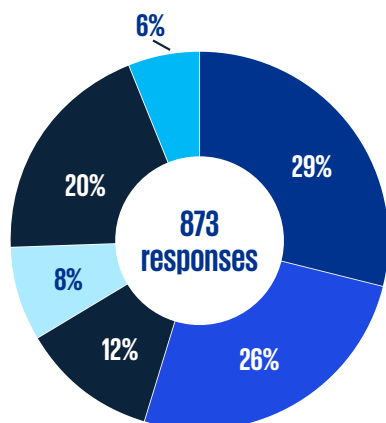Note: Percentages may not total 100 percent due to rounding.

Today, where does your organization fall on the path to GenAI adoption?

906 responses

- 4%
- 7%
- 47%
- 42%
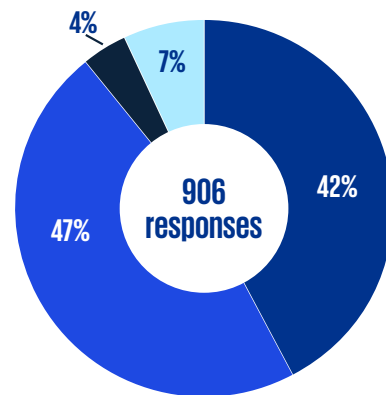
- ■ Evolving - Beginning to leverage Enterprise GPT models and/or building specific GenAI solutions for select areas of the business
- ■ Immature - Still learning potential capabilities and use cases
- ■ Leader - Already executing on GenAI implementation roadmap and reshaping current operating model to realize value
- ■ Mature - Defined a roadmap and prioritizing GenAI for areas of the business that will unlock the most value

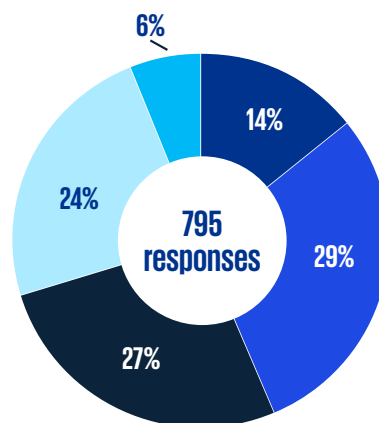Note: Percentages may not total 100 percent due to rounding.

Which of the following do you perceive as the most significant challenge your organization faces in adopting AI?

873 responses

- 29% Data quality/strategy
- 26% Find the right skills/talent
- 12% Maturity of technology/Integration challenges
- 8% Unclear business case/ROI
- 20% (Maturity of technology/Integration challenges)
- 6% Unsure on how to get started

- ■ Data quality/strategy
- ■ Find the right skills/talent
- ■ Maturity of technology/Integration challenges
- ■ Uncertainty on the impacts of the workforce
- ■ Unclear business case/ROI
- ■ Unsure on how to get started

Note: Percentages may not total 100 percent due to rounding.

Where are you in your AI-enabled workforce journey?

795 responses

- 14% Augmenting your workforce
- 29% Building your vision and strategy
- 27% Identifying the value
- 24% Not started
- 6% Reshaping your workforce

- ■ Augmenting your workforce
- ■ Building your vision and strategy
- ■ Identifying the value
- ■ Not started
- ■ Reshaping your workforce

Note: Percentages may not total 100 percent due to rounding.

How does your organization feel about the future of AI in your workforce?

818 responses

- 34% Cautious but curious
- 37% Excited and optimistic
- 20% Ready but in need of direction
- 9% Skeptical and resistant
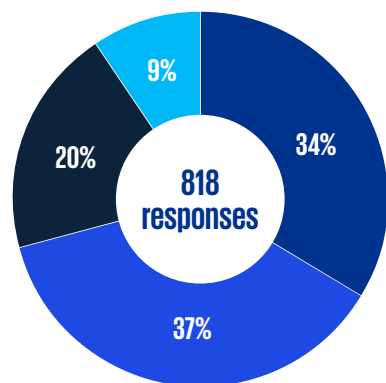
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