

# The Next Wave of Automation in Global Business Service (GBS) Organizations: What Lies Ahead?

December 2021: Complimentary Abstract / Table of Contents



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## Background and scope of the research

In the last few years, many GBS centers have scaled up the adoption of automation and are now playing a key role in the overall enterprise automation adoption journey. The challenge now lies in decoding the technologies, governance models, and Intelligent Automation (IA) architecture to bring in the next wave of automation-led benefits for the enterprise.

**In this research, we aim to capture the key trends, challenges, and way forward for GBS centers in their automation journey. This report specifically provides:**

- Key trends and the landscape of automation in GBS
- Role of GBS in driving intelligent automation adoption
- Key themes as GBS centers look to scale adoption
- Critical success factors for GBS

The report is primarily based on interactions with senior leaders from 50+ GBS centers of global enterprises, service providers, and automation technology vendors.

### Scope of this report:



**Geography**  
Global



**Industry**  
Analysis of 50+ GBS centers across multiple industries – banking, retail, engineering, etc.



**Coverage**  
Ongoing interactions with GBS organizations, service providers, and IA technology vendors

## Overview and abbreviated summary of key messages

This report provides a detailed view of key trends for IA adoption in GBS, role of GBS in driving intelligent automation adoption, themes that GBS centers look to scale adoption, and critical success factors for GBS centers in their automation journey.

Some of the findings in this report, among others, are:

### Key trends and landscape of automation in GBS

- In the past 12-18 months, several GBS organizations have strengthened their IA capabilities. Many large enterprises have established their CoEs (hub or spoke) in their GBS center to support their global automation agenda
- GBS centers today are supporting a wide array of solutions such as document processing and conversational AI

### Role of GBS in driving intelligent automation adoption

- There are three broad types of support provided by GBS centers, often in collaboration with the IT Function – (i) advisory or consulting support for business entities, (ii) infrastructure support to businesses, and (iii) combination of advisory, platform support, end-to-end development, deployment, and hypercare

### Key themes as GBS centers look to scale adoption

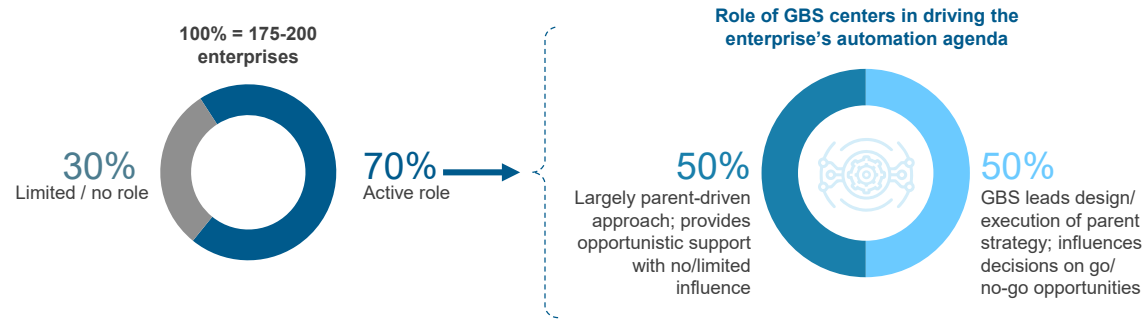
- The key emerging themes covered in this report include (i) enabling greater participation through a citizen model, (ii) unlocking greater potential with process orchestration, (iii) pivot towards AI-centric solutions, (iv) process mining as a precursor to automation, (v) growing demand for synthetic data, and (vi) faster application development using low-code/no-code technology

### Critical success factors for GBS

- Shifting the mandate from a CoE hub to business will be critical to the success of automation programs
- GBS organizations will need to make conscious efforts to address talent-related challenges considering an array of avenues
- Accelerating the leverage of holistic automation tools including technologies such as process mining and process orchestration, in addition to AI-/ML-based solutions, will be critical to scaling up faster and delivering greater business outcomes

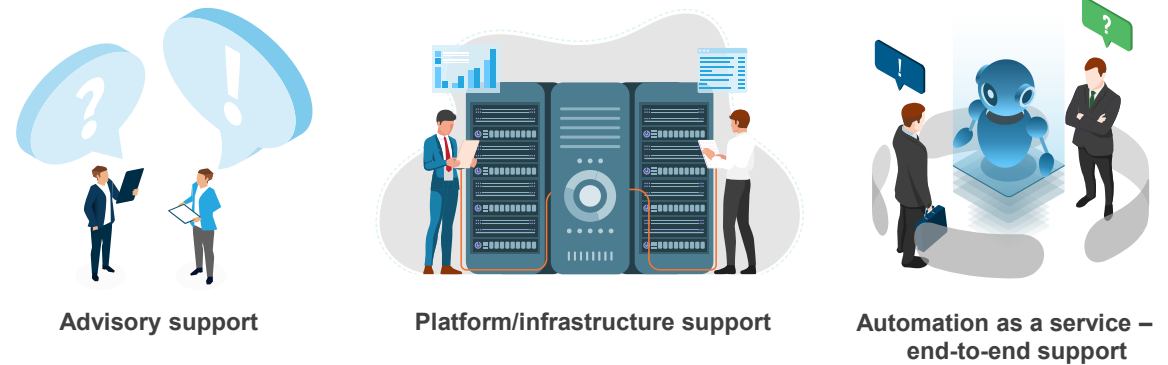
# This study offers four distinct chapters providing a deep dive into key aspects of IA adoption in GBS centers; below are four charts to illustrate the depth of the report

## Distribution of GBS centers by level of participation in automation initiatives

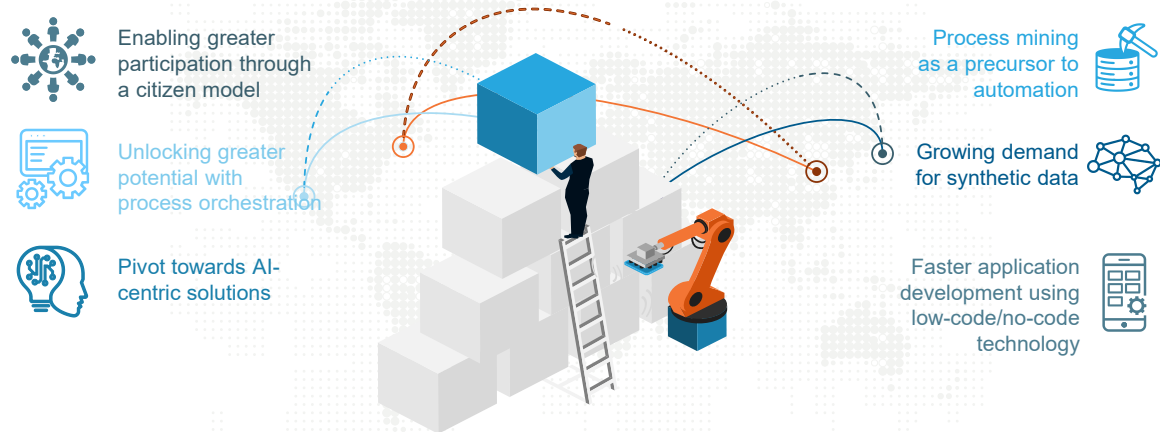


## Role of GBS in driving intelligent automation adoption

There are three broad types of support provided by GBS centers in collaboration with the IT Function



## Key themes as GBS centers look to scale adoption



## Critical success factors for GBS



# Research calendar

## Catalyst™

■ Published
 ■ Planned
 ■ Current release

### Flagship reports

	Release date
Global In-house Center (GIC) Landscape Annual Report 2018 – GICs Emerging as Innovation CoEs for Global Enterprises	May 2018
Global In-house Center (GIC) Landscape Annual Report 2019 – Enterprises Insourcing IT Services to their GICs	July 2019
GBS State of the Market Report: Evolving Operating and Governance Models to Build GBS of the Future	March 2020
US Global Business Services Market Report	March 2021
GBS State of the Market Report: Top 2021 priorities for GBS	March 2021

### Thematic reports

	Release date
Future of Work-From-Home in GBS   Separating Hype from Reality	March 2021
Banking, Financial Services, and Insurance GBS Market Landscape Report	September 2021
Playbook for Building Global Centers of Excellence (CoEs) in GBS Organizations	November 2021
<b>The Next Wave of Automation in Global Business Service (GBS) Organizations: What Lies Ahead?</b>	<b>December 2021</b>
Role of Next-generation Technology in GBS Talent Management	Q4 2021
GBS 4.0: Re-imagining GBS of the Future	Q1 2022
GBS State of the Market Report 2021	Q1 2022
GBS CXO insights: GBS Key Issues Report 2022	Q1 2022
Corporate Functions Report Series	Q1 2022
Guided Report on Evolution of Banking & Financial Services GBS Organizations	Q1 2022

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# Research calendar

## Service Optimization Technologies (SOT)

Published Planned Current release

### Flagship reports

### Release date

Intelligent Process Automation (IPA) – Solution Provider Landscape with Solutions PEAK Matrix® Assessment 2021	March 2021
Intelligent Document Processing (IDP) – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2021	April 2021
Process Mining – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2021	June 2021
Conversational AI – Technology Vendor Landscape with Products PEAK Matrix® Assessment 2021	August 2021
Robotic Process Automation (RPA) – Technology Provider Landscape with Products PEAK Matrix® Assessment 2021	September 2021
Process Orchestration – State of the Market Report 2022	October 2021
Conversational AI – State of the Market Report 2021	October 2021
Robotic Process Automation (RPA) State of the Market Report 2022	Q4 2021

### Thematic reports

### Release date

The 360-degree Enterprise Automation Playbook	May 2020
Understanding Cloud-native RPA	January 2021
Mine Your Journey to Digital Excellence	March 2021
Intelligent Document Processing (IDP) Playbook 2021	June 2021
Process Mining Playbook 2021	June 2021
Scaling Up Intelligent Automation	August 2021
<b>The Next Wave of Automation in Global Business Service (GBS) Organizations: What Lies Ahead?</b>	<b>December 2021</b>

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