Drive efficiencies through GBS

Global business services is a next-generation operational and organizational model for enterprises to deliver end-to-end business processes. This Success Insight provides high-level guidance on the people and processes that impact ServiceNow transformational leaders—including platform owners and executive sponsors—to successfully drive efficiencies through GBS, organized by four business capabilities:

Connect end-to-end processes while reducing costs

Connect your process and integrate it with back-end systems.

Provide unified employee services experiences

Provide a unified employee portal, mobile, voice, and conversational interface.

Deliver shared visibility across all service cases

Resolve employee incidents with AI, prevent machine-generated incidents.

Gain agility and ease of continuous improvement

Use GBS to facilitate continuous process improvement.

Connect end to end processes while reducing costs

Approach GBS in phases

GBS is a shift from a discrete process mindset into a global service mindset. The first step is services typically merging into regional service hubs, then evolving to sharing services globally, eventually adopting global end-to-end business processes that are introduced and managed by global process owners.

Assess your digital capability gap and prioritize based on value. Look to where you can gain the most efficiencies. Many organizations start with finance and procurement, then move to HR and IT.

Know your first movers. The vertical approach is important, but don't leave your first movers in a holding pattern. Your first movers will have management support, access to knowledge, access to who is going to be delivering the work, know what services they want to enable, and have people who can navigate the user journey.

Establish a GBS leadership team to drive strategy

Select an Executive Sponsor to support cost-reduction goals. A CFO or COO are often good candidates for executive sponsor.

Appoint a Head of GBS. This role's mandate is to lead strategy and governance to deliver a comprehensive set of services at a low cost and at agreed-upon levels of quality. Reporting lines and associated decision-making mandates will have to be re-evaluated to align to this new role and the team it will build.

Hire an Experience Architect. Don't over-rotate on cost savings at the expense of employee experience. An Experience Architect will ensure that the shift to GBS will provide harmonized use experiences

Re-define IT's role in strategy. In GBS organizations, IT is a key enabler and should focus on delivering the platform for digital transformation strategy. For many organizations, this a shift for IT to an enablement role rather than driving technology strategy and roadmap, which should fall to the Head of GBS.

Build a GBS team with a holistic end-to-end approach

Create a dedicated GBS team. Recruit members based on their prioritized process knowledge. Recruit for skill and mindset. You'll want professionals who understand your organization and its processes, are technology savvy and innovation-driven, and who can take a holistic end-to-end approach.

Prepare for evolving technical skills needs. As you mature, you'll need skilled technology experts in automation, process optimization, and integration.

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Bring in your enterprise architects early. Your EA's need to make technology decisions based on your company's needs and ServiceNow capabilities.

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Provide unified employee services experiences

Approach employee service channels in phases

Undertake an analysis of your current employee service channels. Make estimates to inform various scenarios on the impact of unified employee services and the timeframes you project shifting patterns.

Build momentum as you drive towards the outcome you want. For example, AI/Chatbot will run at a low cost but need a certain level of momentum to gain traction. You don't have to turn everything on out of the gate.

Prepare for the impact on service centers operations.

Ensure you have the right skills and size of your service teams. Conduct scenario planning to anticipate how a unified employee portal may impact your headcount, necessary skills, and training.

Prepare for a shift in employee service operational metrics. As employees move to low-cost automated channels, more complex issues will go to live agents. This may impact metrics such as handle times and First Call Resolution (FCR) and could have a downstream impact on several areas, including trending operation efficiency and employee goals and compensation.

Consider the employee experience holistically

Start by understanding employee's current service journeys. Your teams need to understand what users need to accomplish their tasks and how they are currently doing so.

Map your localization needs. Global processes may need to be localized (for example, HR will have individual country or regional needs). Start by identifying what part of the employee service experience is global versus local. Build out a platform team with language leads who can support localization and ensure your build supports ServiceNow language plugins.

Approach user experience holistically to support adoption. Plan to invest in UX design to create an interface that users will understand and like using so they adopt new functionalities. Enabling service via mobile devices will require additional interface design demands.

Manage content communication campaigns end-to-end

Include a communications architect to manage your targeted communication strategy. This person will ensure you build the right approaches to communicate to different constituencies.

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Universal request should be at the forefront of every GBS solution. This will eliminate employee's confusion in figuring out which department to reach out to for help.

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Deliver shared visibility across all business cases

Adopt a systems approach to trend analysis

Identify how you will measure and track GBS success. Consider both financial and non-financial business benefits (i.e., NPS). Focus on process efficiency including end-user time savings, predictability of process outcomes, and business simplification.

Plan how you will adapt to how historic trend-tracking will shift. In some cases, you can't compare to your old world because there is no linearity as your phase into your new GBS environment. Understand how this shift might impact your organization, including goal setting and compensation.

Support decision-making with analytics from across your organization

Think broadly about how to leverage analytics-driven insight. Shared visibility across all service cases will give visibility across your organization, including HR, facilities, legal, procurement, finance, and corporate services. Analytics tools and driver-based models can support benchmarking to establish a good baseline along with your planning, budgeting, and forecasting.

Have processes in place to continually monitoring performance. This can provide actionable insight into operations. Further, visibility across all business cases can provide predictive guidance along with the analytics basis for risk assessments.

Governance must support how decisions will be made at the right level. As you mature into a GBS organization, your governance documenting and decision-making will need to evolve to reflect your new structure.

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Gain agility & ease of continuous improvement

Leverage GBS visibility to facilitate continuous process improvement

Charter your GBS Team to find process issues and implement improvements. Most organizations are structured to see separate units of work within a single workflow. Evolving to a GBS environment will allow you to track work done in different departments that had previously not been aggregated into a single interaction. This single interaction will spotlight process bottlenecks. Finding these bottlenecks and implementing improvements should be an essential part of your GBS team charter.

Goal your GBS team on improvements. Driving efficiency is core to your GBS team's purpose. Ensure their goals are based on process continuous improvement.

Your GBS team should partner with IT to create citizen development programs

The efficiency mindset of your GBS team should drive low code application development. Citizen developers- end users who aren't part of your IT development organization and who create new, IT-sanctioned business applications on your platform – can accelerate expanding GBS into new business areas. Your GBS organization should work with business partners and your platform team to establish a program that can expand the development pool to improve speed-to-market and support GBS objectives.

Plan how a distributed knowledge base authoring can support GBS

Your GBS organization should own your knowledge strategy. Evolving to a GBS organization means shifting to an enterprise knowledge management base. At its best, distributed knowledge base authoring will provide accurate, consistent, and relevant content. This requires governance to ensure there are effective standards and review processes.

Don't underestimate the importance of organizational management and communication.

Build a common understanding of the business benefits of your GBS goals. Be mindful that a cost-reduction strategy is often accompanied by some fear and resistance within any organization. Develop change management and communication plans as integral parts of your GBS journey to create a shared vision across your organization.

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