

EXPLORING NEW FRONTIERS IN ENTERPRISE SERVICES

**REDEFINING VALUE MARKERS FOR
GBS AND GCCs**

A Knowledge Paper by SSF Global

Introduction



Enterprise Services, commonly associated with the GBS/GCC industry, has evolved from being primarily a cost-saving mechanism to a **strategic enabler of digital transformation, workforce reskilling, and business value creation**. While cost remains a key driver, organizations increasingly focus on Customer Experience (CX), Employee Experience (EX), Leadership Mandates, Mergers & Acquisitions (M&A), IPO Readiness, Technology Adoption, and Investor Expectations as triggers for transformation.

This paper integrates insights from industry leaders and success stories to explore how GBS and GCCs can move beyond commoditization and become trusted transformation partners. Drawing from real-world case studies and insights from **industry dialogues from across the globe by** business leaders and transformation experts, this paper will provide insights on how organizations are reshaping their enterprise service models to unlock new sources of value and maximize business impact.







Executive Summary

Change is inevitable and continuous. This is true in the case of businesses and Enterprise Services as well. Enterprise Services has emerged as a strategic asset to the corporate and it manifests in several forms. The GBS/GCC is a great example of it.

Evolution of the industry is largely following eight Value Markers under three themes:



Moving Up the Value Chain

How Business Services and GCCs are shifting from transactional support to strategic enablers of business growth.

Strategic Value Creation – Beyond Cost Optimization

Data-driven decision-making, digital transformation, and strategic advisory services.

Enhancing Business Impact through Disruption

Disruption-as-Usual is the new normal.

Building Specialized Capabilities

Specialized skills in governance, compliance, and strategic oversight.



The Co-Existence of Human and AI

The imperative of blending automation with human ingenuity for sustainable enterprise growth.

An Era of Techno-Human Augmentation

AI will augment, not replace, human efforts.

Future Workforce Talent Strategies

Upskilling to future-proof their workforce and be able to complete in an ambiguous environment.

Enterprise Integration through Technologies

Balanced approach between automation, human oversight, and risk management.



The Ecosystem Advantage

The role of specialized partners in accelerating transformation and innovation.

Leveraging External Expertise to Accelerate Change

Strategic partnerships to drive innovation, optimize operations, and enhance customer value.

Collaborative Strategic Partnerships

Co-sourcing to accelerate digital transformation.



The Value Markers

By tracing the recent developments across the industry and through numerous leadership interactions, we have identified eight basic “Value Markers” that define the current and future course of progress and eventual evolution.

By redefining these value markers and leveraging **BIC to BIC (Best-in-Class to Best-in-Context) models**, organizations can create scalable, adaptive enterprise service models that drive both efficiency and innovation throughout their respective organisations.



1. Strategic Value Creation – Beyond Cost Optimization

Historically, business services have focused on cost arbitrage and process efficiencies. However, leading organizations are now transitioning from service centres to capability centres, offering high-value functions such as **data-driven decision-making, digital transformation, and strategic advisory services**.

Each organization has unique value drivers, but cost remains the underlying theme. Enterprises are motivated by CX/EX, board mandates, operational challenges, tech adoption, M&A, IPOs, or investor-driven valuation improvements. Commoditization has driven down costs, and providers tend to move up the value chain by offering more complex, **trust-based services**. Organizations are focussing on balancing financial, governance, and customer experience objectives for sustainable long-term success.

Progressive organizations view their GBS and GCCs as enablers of innovation and customer experience by strategically balancing between control and agility. Leading GCCs now act as **insight hubs that enable real-time, data-driven business decisions with over 70% of mature GCCs shifting beyond cost efficiency toward innovation-led service delivery**. GCCs are rapidly moving beyond traditional finance and HR to **Analytics, R&D, and product engineering**.

Case Story 1: A Retail Giant's GCC Evolution

A global retailer initially set up its business services centre to manage finance and accounting operations. Over time, as automation streamlined repetitive tasks, the centre shifted its focus towards data-driven decision-making and customer insights. By investing in advanced analytics and AI-driven demand forecasting, the centre has now moved up to become a Global Capability Centre (GCC) helping the business **reduce inventory costs by 18% and improve on-shelf availability by 22%**. Today, the centre is no longer just a back-office function or a service delivery centre – it is now identified as the enterprise's **strategic nerve centre for customer and market intelligence**.

Key Takeaways

- ▶ The GCC aligned itself with the enterprise business goals, not just service-level agreements (SLAs).
- ▶ Moving up the value chain required a rethink of workforce capabilities, technology adoption, and process ownership.
- ▶ Investing in high-value skills (analytics, AI, strategic advisory) transforms GCCs into impact centres.

Industry sound bites

Organizations must prioritize value creation over cost-cutting to achieve true maturity.

Business services leaders must redefine success metrics and focus on delivering tangible business outcomes rather than just operational efficiency.

2. Enhancing Business Impact through Disruption

Many enterprises tend to prioritise too much on speed and efficiency, often losing sight of the broader business value. To truly innovate, companies are rethinking their processes from the ground up, ensuring alignment with business outcomes, stakeholder needs, and digital transformation goals. Disrupting Business-as-Usual (BAU) through enterprise services and creating a mind-shift from efficiency metrics to outcome-based value measurement, thus making **Disruption-as-Usual (DAU)** the new normal.

A zero-based mindset and enterprise goal alignment are becoming critical inputs for successful transformation. Organizations are moving beyond automation for efficiency's sake and instead focusing on outcome-driven services. Automation can streamline processes, but they require careful implementation, adoption, and integration to be successful. The most action point commonly being realised is the importance of breaking down silos and embracing a cross-functional approach, which is necessary for end-to-end business transformation.

Case Story 2: Disrupt to Develop

A multinational manufacturing company redesigned its supply chain and finance operations using a zero-based approach. The organisation broke down the existing functional silo-based setup and introduced a **“process-flow”** based GCC created by aligning procurement, finance, and customer support teams. The new structural change was supported by introduction of the appropriate technologies, including intelligence technologies. The organisation created a shift in the operating culture that permeated not only through the GCC, but also through the company and the entire supply-chain ecosystem. Suppliers and procurement partners became a part of the tide and were equally involved in the upgrade – including continuous engagement and training.

The company reduced average **invoice processing time by 50% and improved vendor relationships and satisfaction.**

Key Takeaways

- ▶ Transitioning from a functional silo-based model to a process-flow-based GCC streamlined operations across procurement, finance, and customer support breaking silos for efficiency.
- ▶ Leveraging intelligent technologies enhanced operational effectiveness and fostered a culture of continuous improvement across the supply chain.
- ▶ Tangible business impact was achieved and vendor relationships strengthened through better engagement and collaboration.

Industry sound bites

True transformation begins when leaders break silos, embrace technology, and cultivate a culture of collaboration, turning disruption into lasting competitive advantage.

3. Building Specialized Capabilities

New technologies are changing the way we work and think. Highly specialised applications are bringing in newer challenges in managing and operating the businesses. Technologies that are analytical, disciplined, regulated and cognitive are not just eliminating redundant work but also creating new job roles that require **specialized skills in governance, compliance, and strategic oversight**.

Executing processes has now taken a back-seat as automation sets in. Even exception handling is becoming relatively simpler due to machine learning. Public and private blockchain technologies are disrupting traditional control-based monitoring. Use of Robotics, AI, IOT and Augmented/ Virtual Reality too are creating inroads into the world of business, upsetting several traditional methodologies.

New, more “human” based roles and skills are emerging as the new demand. as intelligence systems become more autonomous, human intervention is required to ensure ethical, transparent, and regulatory-compliant decision-making. Tech governance and strategic oversight is becoming critical.

Case Story 3: Enabling AI Governance for a Global Financial Services Firm

A global financial services company had aggressively adopted AI-powered solutions to enhance risk assessment, automate fraud detection, and optimize credit underwriting. As AI adoption scaled, the company developed a specialized AI oversight framework to manage regulatory concerns and AI risk management.

Key Takeaways

- ▶ Successful technology adoption isn't just about technology alone – it is about having the **right people and processes** in place to unlock its full potential.

Industry sound bites

Organizations must invest in continuous upskilling to keep their workforce aligned with AI advancements and integrate automation into business functions effectively.

The focus needs to shift from merely adopting technology to building the right capabilities that enable them to maximize its impact.



4. An Era of Techno-Human Augmentation

AI advancements are reshaping enterprise services, yet technology alone cannot drive success. The key to success lies in co-existence, where human expertise complements the efficiency, scale, and data-driven insights brought about by technologies such as AI and others. Human oversight, governance, and strategic decision-making remain crucial. **AI will augment, not replace, human efforts** – ensuring enterprises benefit from automation while maintaining control.

While automation levels evolve, organizations balance automation with human intervention and governance to ensure AI-driven enterprise services achieve optimal outcomes. AI-driven insights are shifting business leaders' roles from reactive problem-solving to proactive, strategic decision-making. Organizations investing in reskilling employees for AI collaboration see up to **40% higher productivity gains**.

Case Story 4: AI-Augmented Underwriting in Insurance

An insurance provider company was struggling with long underwriting cycles, often taking weeks to process complex policies. To accelerate decision-making, the company integrated an AI-driven underwriting assistant into its GCC operations. Rather than replacing human expertise, the AI tool scanned historical claims, assessed risk patterns, and provided recommendations to underwriters. This **cut processing time by 50%, while maintaining human oversight for final decisions**. AI did not replace underwriters but enabled them to focus on high-value, judgment-based tasks.

The company upskilled employees to work alongside AI, leading to a **20% improvement in service efficiency, enhanced risk prediction accuracy by 35%** and witnessed a **higher employee satisfaction** & engagement.

Key Takeaways

- ▶ AI was viewed as an augmenting force rather than a replacement for human expertise.
- ▶ The process created a set of AI-empowered knowledge workers.
- ▶ The organization built reskilling frameworks to ensure AI adoption enhances, rather than displaces, workforce potential.

Industry sound bites

A shift towards integrated enterprise services is needed to align technology with customer value.

AI should not replace human intelligence but enhance it through augmented decision-making.

5. Future Workforce Talent Strategies

Enterprise transformation is not just about technology – it is also about people. While technologies are rapidly advancing almost on a daily basis, the humans needed to manage and control these technologies too are transforming themselves. **Organisations are readying themselves now for a future** which is likely to be very different from the current and our understanding of it is weak. Organizations are investing heavily in continuous learning, mentorship, and **upskilling to future-proof their workforce and be able to complete in an ambiguous environment.**

Leadership sponsorship and clear communication reduces employee resistance. Strategies such as task simplification, talent pool enhancement, engagement practices, social outreach and a culture of ethics works well in the process of talent management.

Case Story 5: Upskilling Finance Talent in a GCC

A multinational tech firm launched an AI Finance Academy within its GCC to reskill finance teams on AI-powered financial planning, automation tools, and compliance frameworks. Within a year, **60% of employees had transitioned to higher-value analytical roles**, demonstrating how workforce transformation unlocks new growth opportunities.

The AI Finance Academy led to a **40% increase in process efficiency and a 30% reduction in manual effort** across financial operations. With employees transitioning to higher-value analytical roles, the GCC enhanced its strategic contribution, driving faster decision-making and improved financial forecasting **accuracy by 25%**. This transformation not only optimized operational costs but also positioned the GCC as a centre of excellence for AI-driven finance capabilities.

Key Takeaways

- ▶ Leveraging AI-driven insights for decision-making, resulted in skill elevation, enhancing efficiency, decision-making, and the GCC's long-term competitiveness, substantially increasing the business impact.
- ▶ AI enhanced financial planning, automation, and compliance, driving greater efficiency and accuracy in operations.
- ▶ Future-Ready talent strengthened GCC's role as a strategic finance hub.

Industry sound bites

Upskilling is the currency of the future. The more we invest in talent, the more we unlock innovation and long-term success.



6. Enterprise Integration through Technologies

Enterprise Integration (EI) is a critical enabler of digital transformation. However, many organizations struggle with fragmented systems, poor data strategies, and governance challenges. **Successful transformation requires a balanced approach between automation, human oversight, and risk management.**

Seamless integration between systems and data governance is becoming essential for successful enterprise transformation. New technology adoption is being aligned with regulatory and ethical frameworks to avoid compliance risks. A rational approach to business ethics and governance is crucial for ensuring **responsible tech implementation**. A balanced approach such as **Best-in-Class to Best-in-Context (BIC to BIC) models** help organizations balance global standards with localized business needs.

Case Story 6: Tech Driven Compliance in Healthcare

A global healthcare company implemented an all-inclusive regulatory compliance tracking system across its shared services centre. It enveloped and integrated all its internal as well as enterprise-wide operational and service applications. This automated risk assessment tool combined with systemic human-led compliance reviews helped **reduce the regulatory penalties by 40%**, highlighting the critical role of responsible partnership and implementation in enterprise governance.

Key Takeaways

- ▶ Integrated Compliance for Risk Reduction and automated regulatory tracking across operations resulting in enhanced governance.
- ▶ Human-AI synergy between automated risk assessment and human-led reviews ensured robust and responsible compliance management.

Industry sound bites

Compliance is not just about avoiding penalties; it is about building trust, resilience, and a culture of responsibility through the right blend of technology and human insight.



7. Leveraging External Expertise to Accelerate Change

Enterprises increasingly rely on **strategic partnerships to drive innovation, optimize operations, and enhance customer value**. Business services are moving beyond traditional captive models to hybrid or outsourced models, leveraging industry expertise for specialized functions. We see multiple innovative partnerships throughout the world with the objective to deliver more than just services.

There is an increasing awareness to build operational agility within the GBS/GCC world by **outsourcing both core and non-core specialised functions**. This has returned **gains of 20-30% to the bottom line** and also **released some of the strategic bandwidth** of the organisation. Various innovative formats of outsourcing are being offered by the service partners. Several strategic partners work as an extended arm, making the centre exclusive to client, leveraging 'best-in-context' expertise and tech to drive efficiency, innovation, and delivering a positive EBITDA impact to the client.

Case Story 7: Upskilling Finance Talent in a GCC

A leading media & entertainment company transitioned its onshore Shared Services Centre (SSC) into a full-fledged GCC by partnering with an expert firm specializing in GCC setup and operations. While the SSC was effective in supporting business functions, it remained operationally focused, limiting its ability to drive strategic transformation or expand its scope of services. The SSC was spun off as a separate legal entity and transferred to the specialised firm. Under the partner's differentiated GCC model, it served the business units as a true service provider rather than an internal function.

The SSC now serves the business as a customer, fostering a stronger service mindset. Tech-driven transformation, including introduction of AI-powered automation streamlined operations, boosting efficiency by 35%. In addition, the GCC started providing predictive analytics and decision intelligence, making it an innovation hub.

Key Takeaways

- ▶ From SSC to GCC – a definitive shift towards customer-centric service, greater accountability and efficiency.
- ▶ Partnering with specialists introduced tech-driven efficiencies, operational excellence, and cost-effective solutions.
- ▶ AI-powered analytics turned the SSC into a strategic hub, enabling data-driven decision-making for business leaders.

Industry sound bites

There is a disconnect between technology advancement and its implementation in business processes. Effective partnership models help bridge this gap by integrating tech-driven efficiency into GCC operations.

8. Collaborative Strategic Partnerships

Enterprises are **co-sourcing to accelerate digital transformation** with tech partnerships playing a crucial role in integrating niche technologies into GCC operations – ensuring that advancements translate into real business impact. Leveraging advanced tech ecosystems of external partners bring access to cutting- edge AI, automation, and niche technology solutions. Around 65% of business enterprises form strategic partnerships and co-source with expert firms, in one way or another, to fast-track digital transformation.

Case Story 8: A Financial Services Firm Unlocks AI-Led Compliance Excellence

A multinational banking institution faced growing regulatory complexities across multiple markets. While its internal compliance team was stretched, and the GCC, which was a specialised centre, could not deliver the composite solution required. It co-innovated the solution with an external AI partner and deployed a machine learning-driven compliance monitoring system. This collaboration **reduced compliance breaches by 40%**, automated risk assessments, and enhanced fraud detection accuracy.

Key Takeaways

- ▶ Strategic external partnership amplified GCC capabilities by bringing specialized expertise.
- ▶ Co-innovation model helped the organization stay ahead in regulatory, technology, and industry disruptions and at the same time, reduced time-to-value for digital transformation projects.

Industry sound bites

True leadership lies in recognizing when to co-innovate, leveraging strategic partnerships and AI to transform compliance from a challenge into a competitive advantage.



Conclusion



The new frontier in enterprise services is not about technology alone – it is about creating a sustainable, value-driven ecosystem that aligns with business growth, customer expectations, and enterprise-wide transformation. By adopting a strategic, human-centred approach, organizations can ensure their enterprise services remain competitive, innovative, and future-ready.

The future lies in integrated digital solutions, responsible tech adoption, process reinvention, and workforce transformation. It demands a fundamental shift in how value is defined, created, and measured. The need of the hour is to move beyond traditional operational roles and embrace a strategic, business-outcome-driven approach:



All round innovation

Driving strategic business impact by moving up the value chain.



Collaborative Ecosystems

Integrate external expertise to drive faster, more effective transformation.



Talent & Leadership

Making the organisation future ready by building specialised capabilities.



Techno-Human Synergy

Human and tech partnership is essential to create a resilient work environment for superior outcomes.



Strategic Elevation

Leveraging external expertise to enhance transformation and value realization, by becoming innovation hubs for the business.

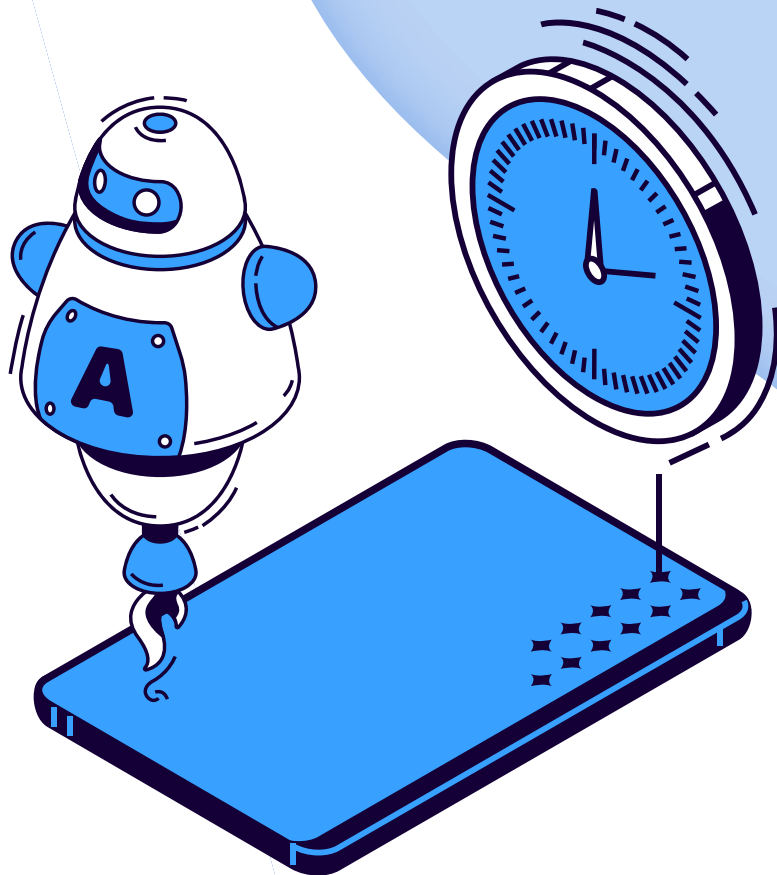
As organizations redefine their **value markers**, those that embrace transformation proactively will lead the next era of enterprise services.

Acknowledgement

This paper is the result of collaborative insights and innovative perspectives shared by some of the most respected leaders in the business services domain. The brainstorming sessions and experiential contributions of these experts have been instrumental in shaping the guiding principles presented herein.

We extend our sincere gratitude to **Ajay Jain, Ashish Tanuku, Bennet Kumar, Dr Bill Hefley, Brian R. Lynch, David Palmieri, Karan Bains, Lisa Hebert, Madhusudan Menon, Parthasarathy Ranganathan, Prashray Kala, Raj Ghosh, Reza Asgari, Roderick Wilkins, Rohitashwa Aggarwal, Ron Perry, Ruchita Sharma, Shubho Chatterjee, Shweta Jain, N.T. Shiv Kumar, Sri Atluri, Atul Kulshreshtha, Rakesh Sinha, and Sachin Jadhav.**

Their invaluable expertise and visionary contributions have laid the foundation for the insights and recommendations presented above. We are deeply grateful for their support and collaboration.



Glossary of Terms

- 1. Business Services:** A broad category of services that support core business operations and enhance organizational performance. These services include, but are not limited to, finance, HR, IT, marketing, legal, and procurement functions. Business Services can be outsourced or managed internally and are designed to streamline operations, improve efficiency, and provide cost savings. They are typically considered non-core functions that allow organizations to focus on their primary business goals and strategic growth.
- 2. Enterprise Services:** A comprehensive suite of integrated services and solutions that enable organizations to achieve strategic objectives, improve efficiency, and drive business transformation at an enterprise-wide level. These services encompass everything from IT infrastructure, cloud computing, data analytics, and automation to customer relationship management, supply chain management, and enterprise resource planning. Enterprise services are crucial for businesses looking to scale, innovate, and enhance overall performance through the adoption of advanced technologies, streamlined processes, and effective service delivery models.
- 3. Global Business Services (GBS):** An integrated service delivery model where a company consolidates its business functions, such as HR, IT, finance, procurement, and customer service, into a single, global unit (offshore/onshore/nearshore) to provide standardized services across regions and business units and to achieve operational efficiency across regions. It focuses on achieving efficiency, consistency, and cost savings through shared resources and streamlined processes.
- 4. Global Capability Centre (GCC)** – A strategic (offshore/ onshore/ nearshore) in- house centre that focuses on high-value, specialized services, such as innovation, R&D, and advanced analytics, often driving innovation, technological expertise, and business transformation within the organization, beyond cost arbitrage. It centralizes and consolidates specific business activities or functions such as technology, finance, or operations into a dedicated, often offshore, hub.
- 5. Outcome-Based Value Model** – A shift from focusing on process efficiency to measuring the business impact of GCCs.
- 6. Co-Innovation Model** – A collaborative approach where external partners and internal teams drive innovation together.
- 7. AI-Augmented Workforce** – A work model where AI enhances human productivity, rather than replacing human expertise.
- 8. Strategic Value Markers** – Metrics that redefine success in GBS/GCCs, moving beyond cost savings to include business impact, innovation, and agility.
- 9. Tech Ecosystem** – A network of technology providers, startups, and AI solutions leveraged for business transformation.



Email: info@ssfglobal.com

Website: www.ssfglobal.com

