

# \*ISG Provider Lens<sup>®</sup>

Pivot your GBS  
the AI-First Genpact  
Way: Achieve SMART  
outcomes on the  
ServiceNow platform

September 2025 | BRIEFING NOTES



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## About ISG Research™

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# Summary

Genpact's AI-first approach to pivoting clients' GBS/GCCs across industry verticals has a unique North Star beyond just achieving technical platform implementation and AI deployment success.

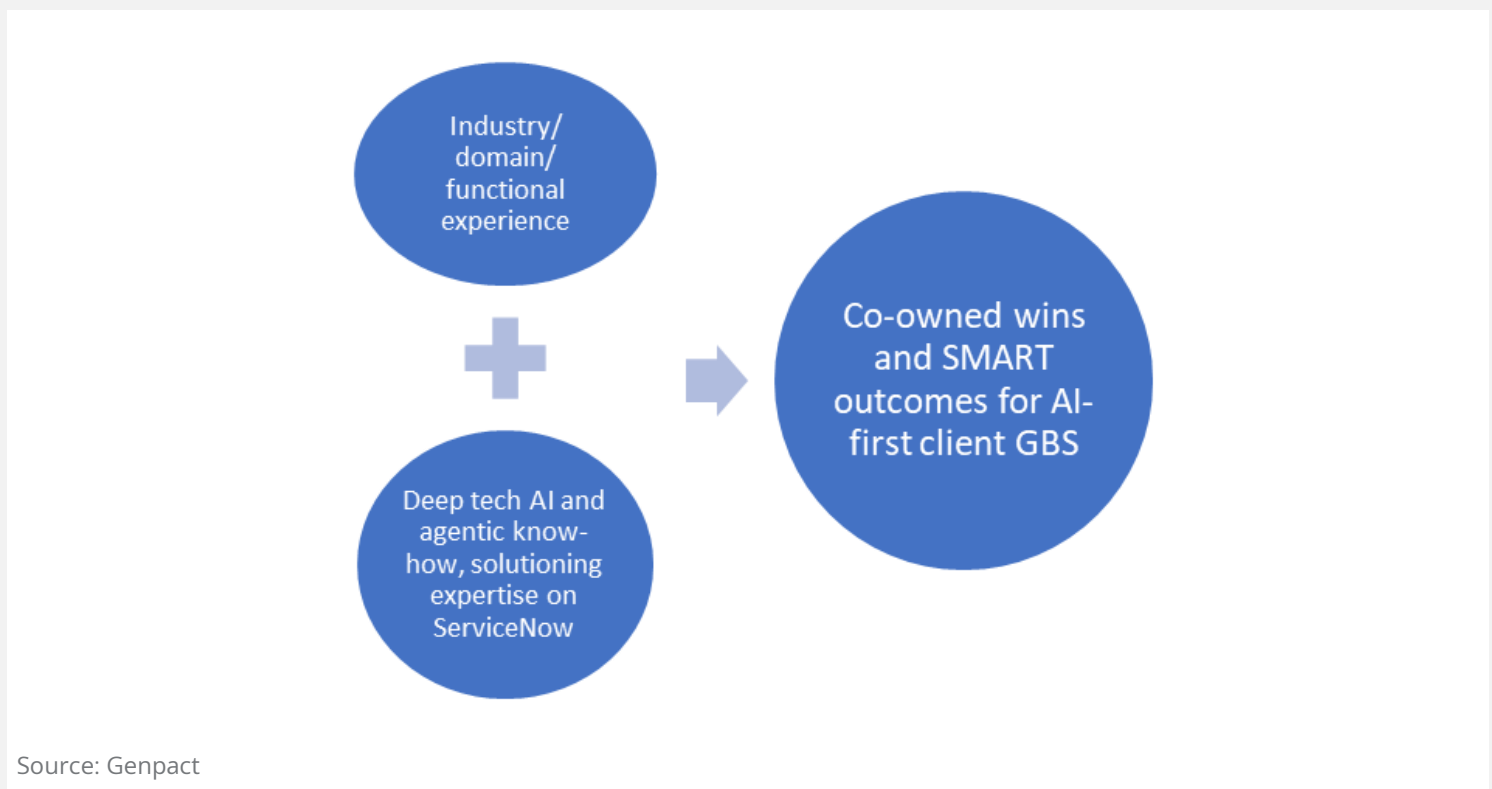
It focuses on client GBS teams achieving their SMART (specific, measurable, actionable, relevant and time-bound) improvement outcomes, where AI-first on ServiceNow serves as value delivery tools and platforms.

## Introduction: AI-first GBSs winning on the Genpact ServiceNow way

Genpact teams do not confuse the means with the end goals of their GBS clients. With world-class GBS knowledge DNA embedded in their strategy and operating models, Genpact's value differentiators center on outcomes rather than ServiceNow implementations. Focusing on targeted outcomes related to functions, process improvements and cost efficiency gains, Genpact demonstrates a genuine skin-in-the-game approach in client engagements.

This confidence to develop and co-own the outcomes from AI-first GBS for clients derives from the Genpact teams' in-depth experience in client domains and functions. Sometimes, they have better analytical visibility into client businesses than client teams. That is why clients reflect deep confidence in Genpact delivering effective AI-first capabilities on a strategic platform like ServiceNow, as they recognize that Genpact's knowledge leverage truly works.

**Figure 1: ServiceNow Solutions approach for GBS clients**



Source: Genpact



Genpact delivers this decades-long combined tech + domain knowledge leverage to client GBSs through over 100 delivery centers in more than 35 countries, with over 800 global clients and over 140,000 employees, of which more than 91,000 are GenAI trained and more than 88,000 are trained in data and analytics.

With its own GBS DNA, Genpact has been leading the service provider maturity curve for client GBSs, successfully charting a path of value augmentation and transitioning from cost centers to experience delivery to innovation centers. The baseline case for GBS as cost centers has been established across decades regarding location leverage on talent and skills, process optimization and service availability and reliability, and standardization opportunities. Experience-first delivery models have been supported by increasing process automation and analytics.

Finally, GBSs are emerging as the key innovation centers for clients, delivering data engineering and AI-first capabilities, with AI-led service orchestration and autonomous reasoning-based agentic AI on strategic platforms such as ServiceNow. This enables a human-AI hybrid workforce and dynamic talent mixes.

**Challenges for GBSs: Becoming an AI-First winner needs a multiprong approach:**

As the strategic impact of GBSs increases exponentially, so do the challenges on the ground.

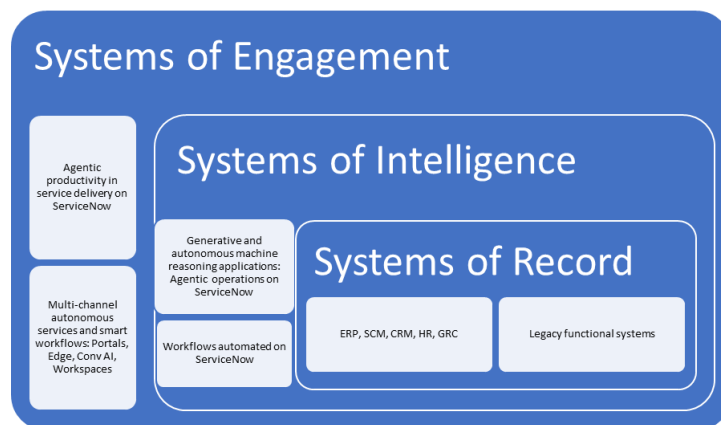
Managing talent and ever-changing regulatory compliance requirements by regions and functions presents significant difficulties. Standardizing everything with one GBS can be hugely challenging.

Different functions often work with various processes and systems as though they are separate companies. Some have homegrown systems based on emails and Excel files and legacy applications with multiple ERPs. Systems do not interconnect, leading to no golden copy, unified management or single pane of glass.

Many client service portfolios operate in siloes by region, displaying a visible lack of collaboration and best practice sharing. Often, there are no mature integrated standards, resulting in technology challenges and inconsistent service quality. Global organizations operating across geographies may need different business practices, which is why a platform approach with ServiceNow works best. Also, ServiceNow delivers end-to-end quality assurance and efficiency as the integrated glue of enterprise workflows for clients struggling with non-standardizing processes, such as different systems and ERP.

Change management presents another big issue, especially when employees undergo multiple iterations of change. Large-scale changes such as M&As and standardization across different groups require discipline and predictability, which can only emerge from a unified operating system and platform.

**Figure 2: A layered view of ServiceNow Intelligent Layers**



Source: Genpact



## A GBS unified operating model delivered by Genpact on ServiceNow:

Genpact is helping client GBSs evolve into strategic innovation centers by integrating their siloed enterprise functions into a unified operating model. This operating model integrates existing and legacy systems of records as key sources of precurated data and information to the AI-first systems of intelligence and engagement.

The systems of record can be SAP, Oracle MS Dynamics or Workday. They interact with the enterprise workflow and intelligence layers on the ServiceNow platform, bringing data and analytics to the workflows powered by GenAI and AI agents. These layers are governed by enterprise-level security and GRC practices.

Genpact enables client GBSs to ride the emerging trends in the digital business reengineering space across critical dimensions to drive service innovations, including:

- **Moving from efficiency gains in functional siloes to end-to-end process gains** such as cogenerating and co-owning nonlinear process outcomes across invoice-to-cash and procure-to-pay cycles.
- **Refactoring work personas in GBS with generative and agentic AI and automation opportunity realization.** As MGI data suggests, by 2030, AI and automation are likely to impact up to 60 percent of jobs; it becomes imperative for GBS leaders to proactively redesign process workers' journey maps with agentic solutions. Innovative work refactoring often pivots on leveraging machine reasoning, continuous reinforcement learning with dynamic policy optimization and feedback, autonomous planning and execution, and test-time and inference compute applications.
- **Continuous cost optimization, productivity and service quality gains through discovering best practices and AI automation opportunities,** such as agentic solutions on ServiceNow in systems of action and systems of engagement, are critical success factors for new-age GBS. Cost remains a strategic

metric. In this aspect, the speed at which process arbitrage in GBS moves from low-cost labor to experience with AI arbitrage determines the cost baselines relative to experience and outcomes top lines.

- **Customer-centric approach emphasizes** the importance of experience drivers; hence, digital interventions across multiple channels and systems of engagement reduce cost and improve the quality of user interactions, irrespective of the underlying platform.
- **Governance, risk and compliance** are the most critical operating levers for GBSs in any industry or region. Given the nature of the AI and automation use cases, systemically auditable solutions with autonomous compliance to regional and industry-specific norms and standards are becoming the fulcrum of digital GBSs.

## Proven wins for clients: SMART outcomes from an AI-first GBS:

For a leading European consumer goods group, this unified operating model approach from Genpact on ServiceNow has resulted in strategic wins and SMART outcomes for clients. Their businesses lacked standardization, resulting in inefficiency. There were regional variations across 25 countries, with inconsistencies in decisions and operations further accentuated by fragmented data and systems.

- Manual business processes were becoming increasingly lethargic, unreliable and error-prone, often resulting in burnout in the talent pool. The situation was not conducive to any innovation or fresh thinking, as teams struggled to achieve productivity and efficiency in their regular work.
- The CEO faced a tough strategic mandate. Their focus was to enable people and teams to work seamlessly across functional and regional boundaries and perform critical activities for targeted business outcomes of growth and customer experience.
- To achieve these objectives, client leadership teams needed a pivot from the current state of fragmented service delivery to a unified,



standardized operating system. Genpact helped with this pivot, starting with the UI/UX journey mapping for customer, supplier and employee personas in the target state. They enabled a standard approach to service management both for external and internal customers and users, ensuring a unified user experience.

- This consistent experience delivery approach simplified transitions for users across the ecosystem and accelerated adoption at scale. Genpact helped them move to a global template as a golden state while maintaining the flexibility required for country and function-specific variations in workflows through smart, autonomous, intelligent workflows.

This is how Genpact is helping client GBSs progress in a proven and predictable path, from labor arbitrage to IT arbitrage to data and systems arbitrage, and ultimately RPA automation arbitrage to generative agentic arbitrage. Genpact offers a real win with ServiceNow, focusing entirely on clients' specific business context and outcomes while bringing in their own process knowledge and domain and function expertise.

Unlike other ServiceNow partners, Genpact evolved from business services and operations themselves. They have operated large enterprises for several years, integrating multiple systems, from legacy to digital, into one platform and system of engagement. Genpact clients run GBS operations

**Figure 3: Genpact delivering value through its' unified AI first approach**



Source: Genpact

on a multitower operating model, including AP, IT, HR operations, procurement and O2C. These towers may run on different platforms, such as ServiceNow for IT services, MS Dynamics for customer CRM, Salesforce for sales operations or even HR cases through emails. Genpact does not push clients into a one-size-fits-all solution by replacing any ERP specialized system. Instead, it integrates point solutions across multiple towers, using ServiceNow as the end-to-end workflow automation platform whenever appropriate.

One system of action, one system of engagement, one platform — this integrated approach across all functions or towers of operations can pivot GBS process productivity and outcomes to nonlinear gains. Also, Genpact provides consolidation services to clients running operations with their own captives. ServiceNow is a prevalent choice among clients.

For IT and HR, clients frequently express interest in expanding their use of ServiceNow across the board, irrespective of the underlying system



of record. The ServiceNow One Employee Portal for IT, HR or AP delivers significant experience benefits. One platform facilitates centralized solutions, such as GenAI, enabling virtual agents for knowledge consolidation and interoperability.

Automating an inefficient process may lead to significant complications. Therefore, it is logical to leverage domain and function experience to reimagine and reoptimize processes and identify AI opportunities. Genpact teams do not see ServiceNow platform usage as an integration initiative or a technical project.

ServiceNow is a means to an end to deliver the outcomes that clients need from their GBS. If client teams do not understand how to structure GBS, how different processes work and what industry best practices are, simply implementing technology will not suffice. It will result in wasted effort, time and resources, including money. Understanding how existing processes work is critical for GBS's success on ServiceNow. For instance, a manual or semi-automated process requiring 10 steps can be reimaged into only three steps, autonomously running in a multiagent environment on ServiceNow.

## SMART 3E's: Outcomes from ServiceNow the Genpact way

Genpact commits to client outcomes with a skin-in-the-game approach. Outcomes are measured and co-owned with client teams regarding business cost reduction and productivity savings. If not achieved, Genpact is ready to pay a penalty to clients. Typical productivity gain commitments depend on the level of automation and intelligence leverage that can be implemented.

For example, if low-touch digital is the desired target state for clients, at least 15 to 20 percent SMART 3E's gains are proven and possible. The implementation projects may include AI-first systems of engagement, such as conversational agents, search and retrieval or knowledge extraction and deep research agents. SMART gains in engagement itself can be upward of 18 to 25 percent.

If full-blown AI implementations target all process agentification opportunities, such as document extraction and process knowledge automation to machine reasoning, planning and autonomous actions by multi-agents across protocols and ecosystems, then the productivity, process efficiency and service quality gains can be more significant. ServiceNow offers full-stack AI and ML solutions from predictive intelligence with ML to GenAI. It integrates multiple LLMs, including the development of fine-tuned RAG models using generic LLMs from Azure for industry-specific

knowledge applications. These solutions can be integrated with ServiceNow as the system of engagement.

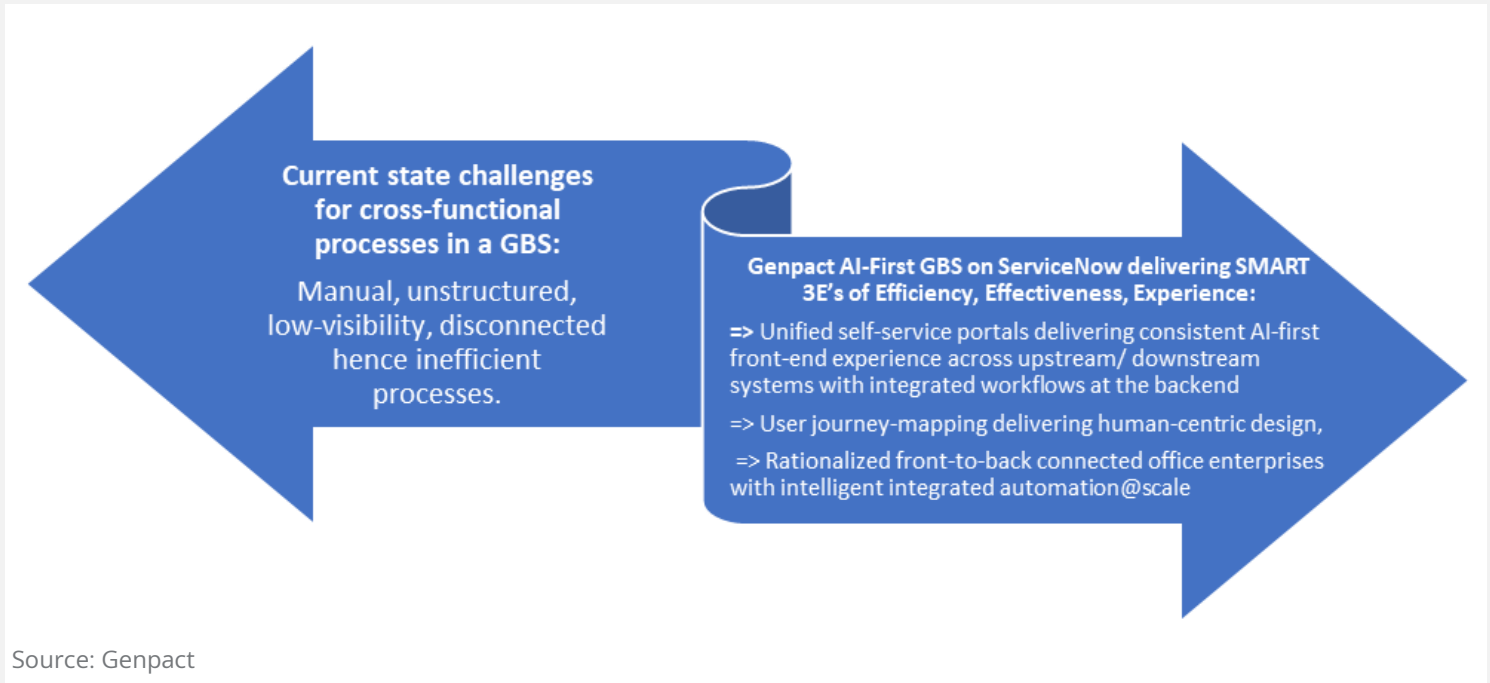
### **One platform — Unified intelligence on ServiceNow**

In summary, the one-platform approach on ServiceNow enables a highly efficient end-to-end service delivery capability based on a unified architecture, where the Now modules run workflows through an intelligence-integrated services bus. With cost, experience and productivity as the key trifecta for any world-class GBS, the intelligence-integrated bus consistently, reliably and predictably delivers these target metrics.

Experience in self-service builds confidence and a sense of control by empowering user personas — customers, employees and partners — with access to the correct information and service on demand. The dynamically optimized experience layer, integrated with GenAI on Now, enhances self-service efficiency through virtual agents. For instance, customers can interact using natural language queries with digital banking and payment systems. Similarly, IT, HR and finance functions can be integrated on the One platform of ServiceNow through its ITOM, ITAM and HR modules, supporting multi-country multilingual GBS operations.



**Figure 4: Transforming Business Excellence - The Genpact Way**





# About the Author

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Dr. Tapati Bandopadhyay has been an inventor, builder, practitioner and researcher in AI, intelligent automation and related domains, for 27+ years. She has been a global practice leader and executive-level advisor & consultant in AI-automation-cloud and services management, covering MLOps, AIOps, CloudOps, DataOps, ModelOps & DevOps metrics-driven practices and data and AI story-building and story-telling practices and tools.

As an ISG Lead Analyst on AWS and in AI-ML, consulting & managed services, she is responsible for defining and leading the ISG Provider Lens branded research projects for the US market. With more than 25 years of experience focused on AI, ML, data sciences and intelligent automation technology development, strategy and adoption practices across key industries, including BFSI, manufacturing & FMCG, retail, media, hi-tech & telco's, governments and healthcare services.





# Summary Facts



## For Portfolio

- Finance and Accounting
- Risk Management
- Supply Chain Management
- Sourcing and Procurement
- Data, Technology, and AI services
- Customer Care
- Human Resources Management
- Sales and Commercial
- Sustainability Services
- Trust and Safety



## Revenue

FY 2024 - 4.77B\$



## Employee Strength

140,000+



## Industries

Insurance, Banking and capital markets, High tech, Communications, media, and entertainment, Software and platforms, Manufacturing, Consumer goods and retail, Life sciences and healthcare.





ISG (Nasdaq: III) is a global *AI-centered* technology research and advisory firm. A trusted partner to more than 900 clients, including 75 of the world's top 100 enterprises, ISG is a long-time leader in technology and business services sourcing that is now at the forefront of leveraging AI to help organizations achieve operational excellence and faster growth. The firm, founded in 2006, is known for its proprietary market data, in-depth knowledge of provider ecosystems, and the expertise of its 1,600 professionals worldwide working together to help clients maximize the value of their technology investments.

For more information, visit [www.isg-one.com](http://www.isg-one.com).

