The rise of AI-powered GBS as the *strategic value orchestrator*

Capgemini × BLACKLINE

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Executive summary

Global Business Services (GBS) is no longer viewed solely as a cost-efficient shared services engine. The demand from the C-suite has radically changed, and GBS is now swiftly moving into its next act. The Board now expects its investment in GBS to enable growth, reduce risk, and provide actionable, data-driven insights across the enterprise.

Leading GBS organizations are expanding deeper into the value chain of existing supported functional domains while broadening their reach across the business to support middle- and front-office functions previously outside the GBS remit. Functions such as marketing, supply chain and sales, as well as research and development (R&D), product development, and clinical trial support are now increasingly supported by GBS.

GBS organizations are also delivering a new set of transversal services, including enterprise-wide analytics, automation, and project management as a service. As cost efficiency and productivity become table stakes, GBS is increasingly recognized as a strategic asset enabling end-to-end value streams at the core of the operations. Expectations have shifted, with GBS now accountable for enterprise-wide, Board-level business outcomes including revenue growth, working capital management, and helping bring products to market faster. For example, in one leading food and drinks organization, GBS now manages the customer's website. No longer measured only by efficiency metrics, this GBS organization is evaluated beyond operational output, not even by website traffic volumes. Its success depends on its ability to drive sales and upsell opportunities through the platform. This has fundamentally transformed the value proposition, impact, and perception of GBS within the business.

But how can GBS organizations meet rising Board-level expectations when most of their time is still spent recording transactions accurately and on time?

This is where BlackLine provides its new CFO value stream orchestration platform: Agentic Financial Operations, which moves beyond sheer task automation to orchestrating entire financial value streams for Record-to-Report (RTR) and Invoice-to-Cash (I2C). The platform creates a single source of high-quality, trusted, and auditable data. This provides the solid foundation that its governed AI relies on to orchestrate processes and inform critical decision making. BlackLine helps reposition GBS as an orchestrator of business outcomes through greater visibility and control, enabling the shift from cost center to strategic asset by providing the real-time, actionable insights needed to help co-pilot the business.
This whitepaper examines how the role of GBS has evolved from delivering table-stakes cost efficiency to being accountable for measurable value creation. Furthermore, it explores how BlackLine is moving beyond task automation, using its platform and embedded AI to orchestrate business outcomes and equip GBS to meet rising Board-level expectations as an enterprise-wide strategic asset.

GBS: *The Board-relevant strategic asset*

The strategic importance of GBS has been rising for a while: the combination of AI, ecosystem orchestration, and Board-level outcome commitments means the moment to move decisively into the next act is now.

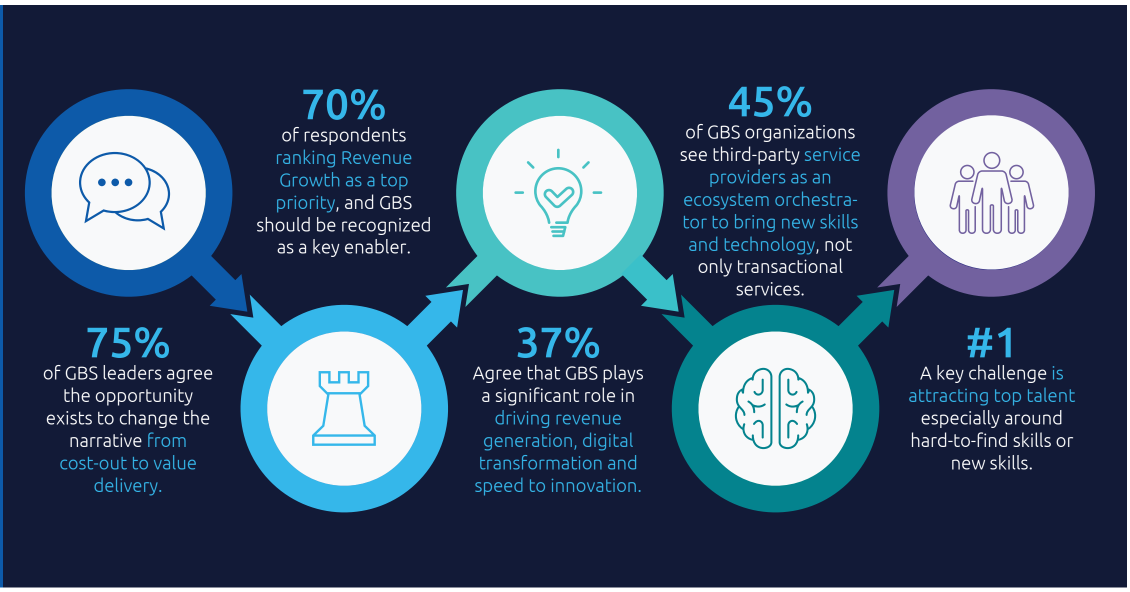
> *"GBS has elevated its role to a board relevant strategic asset, consistently delivering value and driving innovation."*
>
> Oliver Pfeil
> CEO, Capgemini's Business Services

Capgemini's research shows that [75% of GBS leaders agree that the narrative has changed from cost-out to delivering value]. GBS organizations are already delivering substantial productivity and cost savings from standardization, consolidation, and automation. For example, GBS organizations are now achieving 90% increases in cash application auto matching, 50% reduction on manual vendors master data management, [and 80% increases in automatic posting of journal entries]. These are now considered foundational value drivers of GBS. But expectations on GBS have increased. Business leaders now demand that their investments in GBS enable business growth, predict and prevent operational risks, improve working capital, provide actionable data-driven insights, improve customer and employee experience.

This increase in ambition opens up GBS to a whole range of functions and processes that it has not had access to before. GBS organizations are expected to go deeper into the functions traditionally supported and increase the breadth of their solutions to new functions. It is now commonplace that GBS organizations move beyond Finance transaction processing into, middle and front offices solutions, including Sales, Marketing, Legal and Supply Chain. With GBS offerings spanning enterprise value chains, the Board is no longer only looking at input measures of efficiency and productivity. It is now challenging GBS organizations to influence and take accountability of business outcomes. Leading GBS organizations are already delivering measurable business outcomes – including [up to 50% improvements in Day Sales Outstanding, 25% sales growth in digital revenue streams within the Lead-to-Cash cycle], *and* [up to 80% reductions in sourcing and procurement cycle time].

GBS has elevated its role to a Board relevant strategic asset, consistently delivering value and driving innovation.

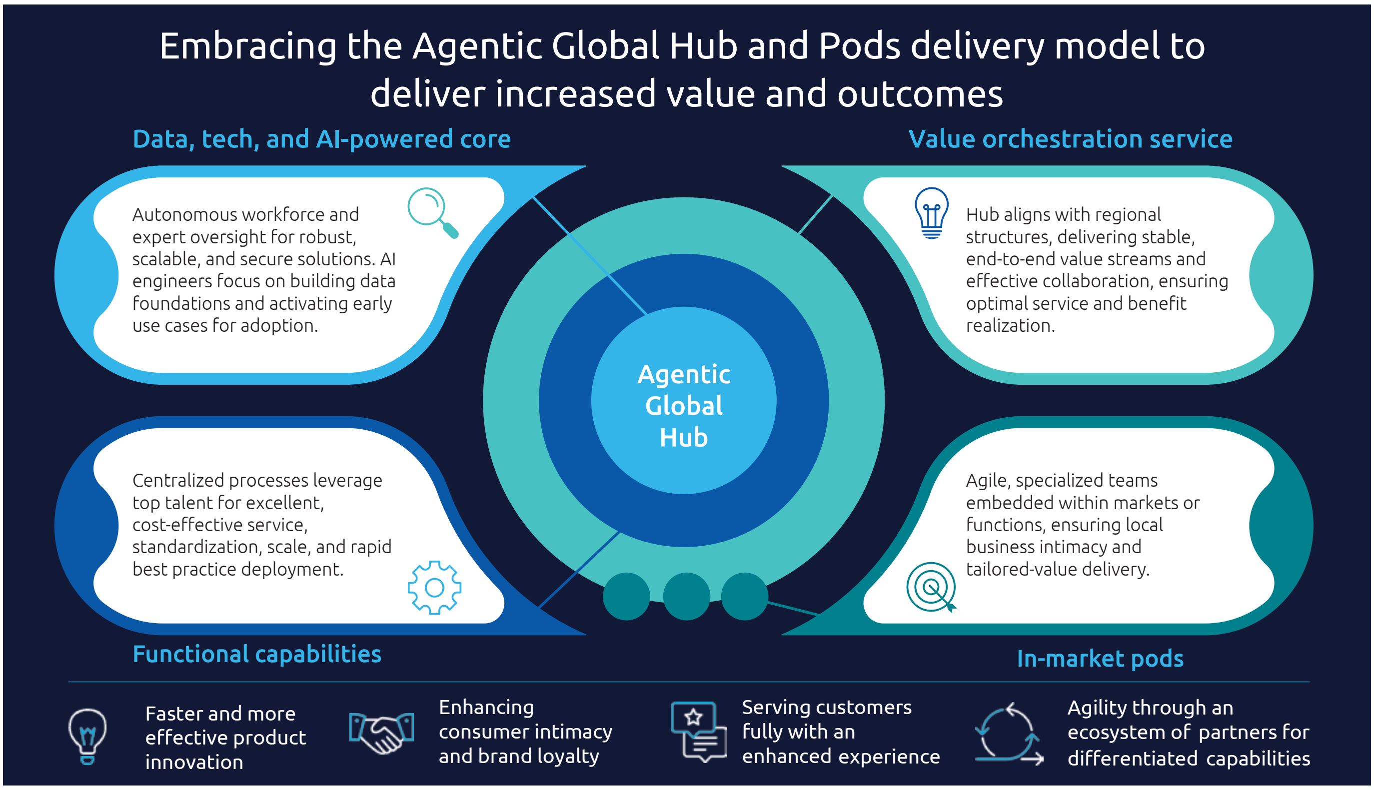
What we learned from 1,000+ survey respondents



GBS is expected to add value by orchestrating the entire end-to-end value chain to achieve Board-relevant and enterprise-wide business goals such as increased revenue or increased asset utilisation. This is where BlackLine's capability is closely aligned to the new ambition of GBS organizations. Its Studio360 platform powers this shift, moving financial operations from a rigid, calendar-based model to a continuous, "always-on" state driven by event-based orchestration. BlackLine's approach to AI fundamentally differs from generic AI solutions because it is built on a foundation of accuracy, deep accounting context and auditable governance. Embedded in the platform are BlackLine's Verity™ AI capabilities.

AI enablement significantly increases transaction throughput while improving operational accuracy and control. Already, two-thirds of BlackLine customers are using AI embedded within the platform to enhance automation, strengthen control, and accelerate decision-making. Organizations using BlackLine are also achieving up to 90% straight-through processing in cash application and 60–80% reductions in manual matching activities. Finance is freed from managing routine transaction to focus on strategic activities, such as exception resolution and insight generation. However, what makes this possible is the availability of high quality, trusted and real-time data that enable Finance to provide actionable insights.

The AI-powered GBS:
4 key characteristics



To meet increasing demands GBS is adapting to an AI-Powered operating model, that is accountable for and orchestrates Board-relevant and enterprise-wide outcomes. There are 4 key shifts in the AI-powered operating model:

1. Data, tech, and AI-powered core

GBS organizations are developing a unified data, tech, and AI-powered core. This leverages an autonomous workforce to enable the delivery of robust, scalable, and secure solutions.

Here, BlackLine serves as the central nervous system for global finance operations. Instead of relying on manual handoffs or rigid, batch-based schedules, the engine reacts to business events in real time, intelligently triggering and routing work to the right teams at the right time.

Data quality is key to avoiding rework and providing actionable insights. This is achieved through BlackLine Studio360's integration and orchestration capabilities, which harmonize and cleanse data to create a single source of truth before Verity™ embedded agents execute tasks.

2. Functional capabilities

The agentic AI platform and workforce enable functional capabilities to be delivered at scale. Underpinned by agentic AI, this drives higher productivity, faster turnaround times, and stronger operational control.

BlackLine has embedded Verity™ AI services into its solution to create a system of governance, intelligence, and orchestration for finance. For example, BlackLine's solution can increase RTR (Record-to-Report) agent productivity by up to 26% by combining rules-based automation and agentic AI to automate even the most complex account reconciliations.

Where exceptions arise, BlackLine orchestrates a human-in-the-loop workflow, routing items to the right team with supporting documentation and AI-assisted recommendations. A refocused finance team can achieve measurable benefits such as up to 25% improvement in forecast accuracy.

3. Value orchestration service hub

GBS organizations are providing value orchestration services that optimize the end-to-end flow of work to maximize value, minimize waste, and accelerate business outcomes.

Integrating services requires an innovative mindset that enables operations across functional silos and views processes and services as part of an enterprise value chain. The classic example is the Lead-to-Cash value stream, which connects Sales, Marketing, Order Management, Supply Chain, Accounts Receivable, Cash Collections, and Forecasting.

Get this right and decisions become more predictable and accurate, products are in the right place at the right time, and customers are delighted. Our research shows that leading GBS organizations can increase lead conversion by 35% and improve customer satisfaction by 15%.

However, traditional finance systems (ERPs and EPMs) leave a critical gap in managing these dynamic, cross-functional value streams. BlackLine's Agentic Financial Operations platform is purpose-built to fill this gap, orchestrating entire value streams on a single, unified platform.

It moves beyond process-level automation to strengthen compliance, reduce risk, and unlock finance team capacity for strategic, forward-looking analysis. This unified transversal orchestration directly impacts working capital by accelerating cash flow, lowering DSO, minimizing credit risk, and improving cash flow forecasting.

4. In-market pods

By knowing that services can be delivered robustly at scale, GBS organizations can create the capacity to deliver tailored services locally through Market Value Pods.

This highly customized delivery ensures local market intimacy and tailored value accountability by being embedded in business units and operations, making timely decisions close to the local ecosystem where they are needed.

With value streams effectively orchestrated, GBS leverages its end-to-end visibility to commit to value chain-level outcomes.

Take the example of a specialist in-market cash collection team, which deals with highly complex collection disputes. BlackLine can orchestrate the RTR and I2C processes using their unified platform. Initially starting with recognizing revenue correctly in ERP, the platform supports invoice generation based on a foundation of trusted, accurate data, a critical step in a healthy I2C cycle. Moving on, as cash is received, BlackLine Cash Application, uses AI (Verity Remit) to automatically match payments to open invoices with exceptional accuracy. Delivered through an agile and resilient GBS team, this model compounds value by combining automation at scale with clear accountability for end-to-end outcomes.

Only the most complex exceptions and disputes are routed to the specialist in-market team. The agentic intelligence layer provides the in-market specialist with the full context, not just the invoice, but the complete history from the initial journal entry.

However, this is not just a routing mechanism; it is a learning engine. Over time, as the GBS experts resolve these complex cases, BlackLine's Verity™ AI learns from their decisions. It analyzes the resolution paths, identifies hidden patterns, and begins to understand the nuances of what were once considered unique exceptions.

This creates a virtuous cycle of intelligent automation: first, the AI moves from simply identifying an exception to proactively suggesting a resolution based on its learnings. Then, as the system's confidence in its suggestions grows, it can be empowered to autonomously resolve an ever-wider range of complex issues, adhering to the governance framework set by the GBS team.

The result is a GBS organization that is not just efficient, but perpetually evolving. The definition of a "complex dispute" is constantly refined as the AI masters previous challenges. This ensures that the most valuable GBS talent is continuously refocused away from repetitive resolutions and towards the highest-value, client-facing opportunities that drive growth and customer intimacy.

BlackLine case study: productivity and time savings

BlackLine implementations consistently deliver measurable efficiency gains across reconciliation, journals, intercompany, and close management:

RTR metrics:

- **50%+ time savings** on manual reconciliation activities
- **45%+ time savings** on manual journal entry preparation and processing.
- **60-80% time savings** on manual matching activities, with automated matching reaching
- **30-40% time savings** enabled by close automation

I2C metrics:

- **99% reduction in manual time spent applying cash**
- **Five-to-10-day reduction in DSO**
- **95% of cash applied upon receipt**
- **73% reduction in customer requests for copy invoices**

Creating the GBS strategic asset

As expectations on GBS increase towards business outcomes, GBS leaders must ensure that that they have the right blend of people, process and technology capabilities to fulfill this mandate. The fundamental shift is that GBS processes must now be re-imagined for value beyond efficiency. They must be designed to be outcome led from the start. This requires moving away from activity-based ways of working towards models where accountability, decision-making, processes, data and technology are intentionally aligned to the business outcomes.

Our extensive experience of implementing BlackLine highlights that this transformation should not be treated as merely a "technology slam." Realizing value requires redesigning processes and ways of working alongside the technology. It also requires investment in enterprise-wide adoption of new ways of working and processes to maximize the ROI on the deployed technology. Our experience highlights several critical success factors:

1 Agree the vision first.

Is the ambition to achieve higher levels of throughput or to deliver business outcomes such as improved control or improved DSO? These goals should then be translated into Key Performance Outcomes (KPOs) that track the achievement of the case for change. A key design decision should be about how to balance and prioritise both over time.

2 Articulate the priority use cases.

Identify where BlackLine can be leveraged to enable the vision. BlackLine has tailored its Studio360 and Verity™ capabilities by industry. This means that these capabilities can reflect the specific ways transactions and data flows through the organization. Capgemini complements this with its Digital Global Enterprise Model (D-GEM). This contains an ever-evolving set of proven best practice models and process reference frameworks to accelerate and de-risk the design.

3 Recognize change management as a core capability.

Process orchestration is a key enabler and cuts across functions and geographies. Stakeholders need to be aware of what is changing and the benefits it will bring – from reduced manual effort, better control to faster insight-driven decision making. They also need to acknowledge and commit to their own contribution to making the deployment a success.

4 Keep abreast of improvements in the technology platform.

The technology has been implimented but it does not stop there. BlackLine continues to invest in its roadmap making it critical to know when and how to adopt additional capabilities. Get it right and the benefits multiply, enabled by a Board-relevant GBS organization.

Conclusion

GBS ambitions have fundamentally changed. Cost efficiency is now table stakes – the C-suite demands greater business value from its investment in GBS. Leading GBS organizations are evolving into AI-powered intelligent hubs that combine advanced analytics, agentic AI, and value-stream orchestration to deliver measurable business outcomes for which they are directly accountable.

However, existing ways of working will no longer be suitable for a far more strategically focused enterprise capability.

A rewiring of core processes, operating models, and technology foundations will be necessary. As a result, GBS must partner with technology providers like BlackLine that understand this shift in ambition. Only platforms built to go beyond efficiency and enable intelligent orchestration can help GBS consistently deliver the business outcomes that matter at Board and C-suite level.

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About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

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About BlackLine

BlackLine (Nasdaq: BL) is creating the future of finance-a future where finance professionals and a digital workforce collaborate seamlessly, uniting human judgment with AI-powered execution. The BlackLine Agentic Financial Operations Platform enables teams to run Record-to-Report, Invoice-to-Cash, and other core processes with intelligent automation and unwavering trust. Built on the Studio360 data foundation and powered by Verity™ AI, the platform provides the governance and control to empower a true partnership between people and technology. By unifying data, embedding AI, and enforcing trust at every step, BlackLine allows finance and accounting to move beyond reporting on the business to orchestrating it in real time. With a proven, collaborative approach and a track record of innovation supported by industry-leading R&D investment and world-class security practices, more than 4,300 customers across multiple industries partner with BlackLine to lead their organizations into the future.

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