Global Capability Centers


August 2020
NASSCOM and KPMG instituted awards for NASSCOM GCC members that showcased the digital transformation, innovation, learning and development and organizational excellence best practices developed during 2018-2019. Over a process lasting three months, we solicited submissions pan-India, to which we received 170+ case profiles from 75+ GCC organizations. These case profiles were evaluated through a 2-tier internal jury process, and a final KPMG-NASSCOM joint jury-cum-awards ceremony conducted during the 2019 GCC Conclave event. Five best practices in each of the four categories were rewarded.

This compendium has been aggregated after in-depth analysis of individual use cases to develop aggregate theme-wise frameworks, and then selecting illustrative organizational practices that best execute on the framework levers.

The Four Award Categories

**Digital Transformation**
Deliver disruptive, high customer impact solutions and experiences through global Tech leadership

**Innovation Excellence**
Enable process transformation-led rapid-scale product/service development with empowered teams

**Learning & Development**
Create an open, honest, trustworthy, developmental organization with self-development as the core DNA

**Organizational Excellence**
Enable seamless data, information and goal-sharing, and earn increasing significance in global decision-making
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24. Learning & Development

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NASSCOM and KPMG instituted recognition for NASSCOM GCC members to showcase the digital transformation, innovation, learning and development and organizational excellence beat practices.

Digital Transformation
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## The Digital Transformation Framework

Along the twin factors of disruption potential and customer impact, the digital transformation initiatives can be segmented further to map their alignment with global/local vision and internal or sector-wide impact.

### CUSTOMER IMPACT

<table>
<thead>
<tr>
<th>DISRUPTION POTENTIAL</th>
<th>Low Impact</th>
<th>Medium Impact</th>
<th>High Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Enablement</td>
<td>Not an observed scenario in GCCs</td>
<td>▪ Point solution for a vertical use case, such as RPA-led customer service automation</td>
<td>▪ Horizontal solutions replacing significant portion of traditional process with digital tech</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Long-standing problem area in the industry, and/or operations addressed</td>
<td>▪ New ways of provisioning existing products and services</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Limited potential to grow market size or share; focus on retention, greater satisfaction and repeat business</td>
<td>▪ Global leadership aligned on potential to impact business growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>▪ Sponsorship and guidance from global heads of individual BUs or product lines</td>
<td>▪ Top-down push beyond innovation PoCs</td>
</tr>
<tr>
<td></td>
<td>▪ Global digital transformation mandate</td>
<td>▪ Standardization of digital tech plays</td>
<td>▪ Customer experience innovation</td>
</tr>
<tr>
<td></td>
<td>▪ Focus on internal and interlinked transformation</td>
<td>▪ Innovation at scale through focused and cross-functional CoEs</td>
<td>▪ Global coordinated organizational teams</td>
</tr>
<tr>
<td></td>
<td>▪ Redesign horizontal data and technology use cases</td>
<td>▪ Sector transforming – establishes a first-of-its-kind</td>
<td>▪ Focus on predictive problem solving</td>
</tr>
</tbody>
</table>

###遗迹

Most GCCs align into the bottom right 4 quadrants, more along high customer impact.

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Align the digitalization imperative with overall group corporate strategy and shareholder value delivery goals

Track established metrics for impact while crafting new metrics that demonstrate new-to-world benefits

Build digital maturation as a technological advancement aligned to evolving business strategy and growth needs to avoid rigid formats and enable responsiveness

Ensure adequate operational redundancy while embarking on a digital transformation journey with fallback and fail-safe operations

Leverage capabilities, as well as reskill, across functional and technical silos by instituting flexible, self-learning teams
Digital Transformation: All-Inclusive Transformation Strategy

Digital Transformation is about developing best-in-class solutions for customers, colleagues, and community using Digital and emerging DeepTech capabilities for sustainable and innovation-led growth.

High Performance
India GCC consistently rank high in talent capabilities, finding the best-fit person for every job.

Transforming our Culture
- Open communication
- Honesty, trust, freedom

Transformation for our Customers
- First-of-its-kind sectoral or customer segment solutions

Transformation for our Colleagues
- Platforms/product developed in India global offices

Transformation for Our Community
- Skilling, resource optimization, women empowerment

Zero Defect
India GCCs consistently create solutions with near-zero defects and 24x7 support for global teams.

Preemptive Solutions
India GCCs have created sector-first, global-first solutions that offer new product possibilities and service experiences.

Better Communities
India GCCs are engaged in education of children, women empowerment with entrepreneurship, and use of tech to optimize resources.
Digital Transformation: Core Operations Strategy

Control Governance
- Information Security
- Operational/SOX Control Monitoring
- Change Control

Business Continuity Framework
- People
- Process
- Technology

Support
- 24/7 Global Command Center
- Dedicated Support Team
- Change Management

Control Environment

Resiliency

Metrics & Dashboards

Troubleshooting/ Escalation

Digital Ops Management

MOC

People
- Hiring Strategy
- Skills Upgradation
- Rewards and Recognition

Operations
- Robot-Human work Scheduling
- Productivity & Utilization
- Operational Trouble Shooting

Control
- Project Metrics
- Production Monitoring
- Support Metrics
Digital Transformation: Cultural Reorganization Levers

Digital transformation requires strong and lasting work culture shift to a “customer first” mindset. For higher responsiveness and agility, use of DevSecOps and Agile enabled rapid productization with global, cross-functional teams.

2019 IT PRIORITIES ALIGNED WITH GROUP
Deliver Productivity and Efficiency Savings

Build on the success of DevOps/Agile/Cloud to realise productivity benefits and deploy throughout the portfolio as appropriate.

CHALLENGES
- Inertia of large teams
- Working in Silos
- Multiple locations
- Slow decision making
- Infrastructure dependency
- Strict change control
- Security back-ended

The Culture Transformation Framework

- Rapid Prototyping
- Fail-fast, Fail-safe Environment
- Culture of Collaboration
- Technically Enabled Employees
- Happy Customer
- Culturally Engaged Employees
- Real Time Feedback
- Stable Systems/Environment
- Continuous Learning

“if you build it, you fix and run it”
# Digital Transformation: Evolving Journey of Digitization Maturity

India GCCs are pivotal to the global parent’s operations digitization journey, by seamlessly managing multiple global programs on automation – implementation of RPA and Smart Automation - to improve operational efficiencies and cost optimization.

## RPA

**2014**
- Automation vendor onboarded
- 2 high customer impacting use cases selected for PoC
- Timeline not met due to “Multiple exception handling”

**2015**
- New Robotics vendor onboarded
- “Target Process Path” method adopted for use case selection
- Solution Architects introduced for automation design
- Maintenance Team impact - Achieved faster development time for delivery and support

**2016**
- ~100 Use Cases completed & 900 BOTS deployed across business by 2016
- “BOT Pool” introduced for reusability and minimise deployment time
- Solution Architects introduced for automation design
- Maintenance Team impact - Achieved faster development time for delivery and support
- Automation Repository Portal (ART) created for program governance
- RPA extended to other areas of operations

## AI-ML and RPA

**2017**
- Overall 560 use cases completed with 3000+ BOTS in Production
- BOT Virtualisation and BOT Id for optimising resources
- Focused on replacing manual control
- Explored Artificial Intelligence (AI) in Mortgage Process and Trade Finance

**2018**
- 8 Proof of Values (POVs) with different vendors for capability assessment
- Use Cases selected for POVs across domains
- 2 AI Use Cases under production
  - Improved customer TAT by up to 40%
  - Productivity gains of over 50 FTEs to date
  - Reduced error rates and exposure to fraud
  - Digitisation of documents for downstream automation and Straight Through Processing (STP)

## Digitization using AI-ML and RPA

**2019**
- 5 AI Use Cases in production
- 50% productivity gains in Sanctions Screening
- 25% productivity gains in DAR process
- 3 AI Use Cases underway, expected to go live in Q3’19
- Machine Learning Platform being established for scaling
- 2 BlockChainPOV underway
  - Reduce the transport billing cycle by 80%
  - Reduce Procurement manual reconciliations effort by 90%
## Digital Transformation: Tracking Progress

<table>
<thead>
<tr>
<th>Regional view of Prototypes and Products</th>
<th>Type of initiative</th>
<th>Technology / Innovation type</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Region 1</strong></td>
<td></td>
<td>API Services</td>
</tr>
<tr>
<td>Product and Services Catalogue Application</td>
<td>Legacy transformation</td>
<td></td>
</tr>
<tr>
<td>News NLP for Price Prediction</td>
<td>New digital products &amp; services</td>
<td></td>
</tr>
<tr>
<td><strong>Region 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Market Intelligence</td>
<td>New digital products &amp; services</td>
<td></td>
</tr>
<tr>
<td>Algorithmic Trading</td>
<td>New digital products &amp; services</td>
<td></td>
</tr>
<tr>
<td>R&amp;D Digital Platform</td>
<td>Legacy transformation</td>
<td></td>
</tr>
<tr>
<td><strong>Region 3</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chatbot</td>
<td>New digital products &amp; services</td>
<td></td>
</tr>
<tr>
<td>Smart Physical Inventory</td>
<td>Legacy transformation</td>
<td></td>
</tr>
<tr>
<td>Smart Oil Inventory</td>
<td>New digital products &amp; services</td>
<td></td>
</tr>
<tr>
<td><strong>Global</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IoT Directory</td>
<td>New digital products &amp; services</td>
<td></td>
</tr>
<tr>
<td>Machine Learning Lab</td>
<td>Digital infrastructure – Labs</td>
<td></td>
</tr>
<tr>
<td>Drone Lab</td>
<td>Digital infrastructure – Labs</td>
<td></td>
</tr>
<tr>
<td>NASSCOM CoE for IoT</td>
<td>Partnership with ecosystem, startups</td>
<td></td>
</tr>
</tbody>
</table>
# Digital Transformation: Tracking Impact (1/2)

<table>
<thead>
<tr>
<th>Most Measured Metrics</th>
<th>Representative Outcomes</th>
</tr>
</thead>
</table>
| **Volume/ Extent of Business Transformed** | - ~20% product dispatch defects reduction over last 3 years  
- $1.8 billion in new sales with protected card-based PoS transactions  
- $300 million of cash flows freed with end-to-end visibility and traceability across the supply chain, and an additional $50 million revenue generated |
| **Level of Business/ Process Automation** | - 90% of global automation projects spearheaded from India  
- 93% of manual touchpoints reduced |
| **Cost Optimization Impact** | - $100 million in cost savings in a span of 3 years delivered from the biggest lab setup globally, outside of HQ, by creating a global risk platform and market intelligence solution  
- 97% of global dollar savings  
- Savings from fraudulent use of lost financial instruments to the tune of $60 million – reduction in Type I and Type II errors and actual cases of fraud by up to 2 million  
- Vendor consolidation with reduction of 300 in overall contractor base |
| **Customer Impact** | - Reduce time to transaction for customers through faster mobile app integrated payments  
- 2 points increase in customer experience with 65% customer escalation events predicted beforehand  
- 35 point improvement in NPS score over 18 months |
## Digital Transformation: Tracking Impact (2/2)

<table>
<thead>
<tr>
<th>Most Measured Metrics</th>
<th>Representative Outcomes</th>
</tr>
</thead>
</table>
| **R&D and IP Creation, New Product Development** | - $500 million in new revenue in a span of 3 years with the biggest lab setup globally, outside of HQ  
- 70-80% success rate with incubating and spinning off startups within the company |
| **Digital Technology Adoption Boost**           | - RPA to automate scheduling, customer commitments for services  
- NLP to automate customer issue root cause analysis  
- ML-guided issue detection and resolution path prescription, fraud detection  
- Augmented Reality can improve service  
- delivery and performance for our customers.  
- Industry 4.0 technologies to transform shop floor operations and introduce digital manufacturing  
- Distributed Ledger Technology enabling >3 million financial transactions worth USD 250 billion |
| **Headcount Rationalization and Reskilling**    | - 40000 manhours saved with 75% order reviews automated before shipping  
- 15% frontline support FTEs reskilled and reallocated after introduction of NLP  
- >90% of the digital innovation team based in India, headquartered and led from India  
- 600,000 hours of digital skilling through blended facilitator cum self-learning models |
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The Innovation Framework

Along the twin factors of product/process innovation and people empowerment, innovation programs range from prototyping to global innovation CoEs and GCC-only to global innovation ownership roles.

<table>
<thead>
<tr>
<th>PEOPLE EMPOWERMENT</th>
<th>INNOVATION ENABLEMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Empowerment</td>
<td>Low Enablement</td>
</tr>
<tr>
<td>Not an observed scenario in GCCs</td>
<td></td>
</tr>
<tr>
<td>Medium Empowerment</td>
<td>Medium Enablement</td>
</tr>
<tr>
<td>High-performing business process and technology owners co-located in an ad-hoc innovation team setup</td>
<td></td>
</tr>
<tr>
<td>Ad-hoc experimentation using a handful of new PoCs or use cases, mostly from localized problem statements</td>
<td></td>
</tr>
<tr>
<td>Not an observed scenario in GCCs</td>
<td></td>
</tr>
<tr>
<td>High Enablement</td>
<td></td>
</tr>
<tr>
<td>Not an observed scenario in GCCs</td>
<td></td>
</tr>
<tr>
<td>IT teams take on need or demand-based PoCs</td>
<td></td>
</tr>
<tr>
<td>Dedicated skilling efforts not required</td>
<td></td>
</tr>
<tr>
<td>Hiring, skilling and training initiatives are standard and evolve on a needs-basis</td>
<td></td>
</tr>
<tr>
<td>Contextual problem-solving teams</td>
<td></td>
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<tr>
<td>Focus on innovative solutions</td>
<td></td>
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<tr>
<td>Sponsorship and guidance from BUs</td>
<td></td>
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<tr>
<td>Internal process and FTE efficiencies</td>
<td></td>
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<tr>
<td>IT and Business Unit collaboration on symptomatic solutioning</td>
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<tr>
<td>Product vision ownership</td>
<td></td>
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<tr>
<td>Design and product plan oversight</td>
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<tr>
<td>Globally standard technology, tools</td>
<td></td>
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<tr>
<td>BU and/or product like sponsorship</td>
<td></td>
</tr>
<tr>
<td>New Tech adoption and training</td>
<td></td>
</tr>
<tr>
<td>Specialist roles and past innovation experiences collated across the firm</td>
<td></td>
</tr>
<tr>
<td>Dedicated physical/virtual setups</td>
<td></td>
</tr>
<tr>
<td>Internally improvise process architecture</td>
<td></td>
</tr>
<tr>
<td>Establish innovation tech stack</td>
<td></td>
</tr>
<tr>
<td>Focus on customer disconnect points</td>
<td></td>
</tr>
<tr>
<td>Global Innovation Ambassadors</td>
<td></td>
</tr>
<tr>
<td>Global rewards &amp; recognitions</td>
<td></td>
</tr>
<tr>
<td>Focus on innovation thinking</td>
<td></td>
</tr>
<tr>
<td>Global Innovation Labs</td>
<td></td>
</tr>
<tr>
<td>Regular and forward-looking patent ideation</td>
<td></td>
</tr>
</tbody>
</table>

Most GCCs align into the bottom right 4 quadrants.
Reward small achievements and successes, more preferably, through in-kind programs that foster pride and ownership values in innovators.

Establish external linkages to access new technologies and reduce cost and time-to-market with existing market knowledge.

Build globally-resonant innovation culture with a long-term plan based on quick-wins and practically demonstrable success stories.

Foster the mindset of "innovation is for all", coupled with the right mix of technology and functional capability development to initiate a self-learning drive all across.
Innovation Culture: Alignment with Organizational Strategy

**Culture of Innovation: 3E Model**
- **Enablers**
  - Structured ideation framework
  - External collaboration and training
  - High quality tools to empower high quality ideas
  - Systematically develop ideas to innovation
- **Engineeri ng Talent**
  - Groom Engineering Talent by
    - Motivating through challenging innovation opportunities
    - Handholding by IP teams and Innovation Ambassadors
- **Environment**
  - Environment leverages
    - Commitment from Leadership team to foster innovation

**Alignment with Organizational Strategy**
- **Input Social Stack**
  - Ideation → Incubation → Collaboration
  - Innovation aligned to corporate strategy by –
    - Seeking innovation in ongoing projects
    - Ensuring quality patents follow innovative solutions
    - Supporting organizational innovation strategy
    - Enhancing employee engagement through a sustained culture of innovation

**Enablers**
- Structured ideation framework
- External collaboration and training
- High quality tools to empower high quality ideas
- Systematically develop ideas to innovation

**Groom Engineering Talent by**
- Motivating through challenging innovation opportunities
- Handholding by IP teams and Innovation Ambassadors

**Environment leverages**
- Commitment from Leadership team to foster innovation
Innovation Excellence: Long-Term Innovation Journey

2010: Leadership Imperative for making innovation an everyday affair in India


2012-14: Attained Capability to provide business value through innovation

2014-16: Recognition. Wall of Fame for all ideas selected for filing patents

2016-18: Better Together Enable innovation through collaboration

2018 - Present: Partner with customers to drive social impact
- Advancing Sustainability
- Cultivating Inclusion
- Transforming lives with technology
Innovation Excellence: Incremental Improvement Plan

2017 Oct
- Continuous Improvement COE setup
- Re – Engineering project kicked off
- India Process Improvement project initiated with Lean Six Sigma methodology

2018
- Several Improvement projects closed successfully
- 15 Re –Engineering projects
- 500 process improvement recommendations
- Trained over 240 India employees through OE programs

2019
- Black belt aligned across enterprise teams
- Re-Engineering and assessment embedded with RPA

2020
- Strategic Partnership with business heads – advisory and management consulting
- Implementation of SAFe best practices
Innovation Excellence: Self Learning Culture

Customer Expectations

TECHNOLOGY FOUNDATIONS

- MOBILITY
- API
- DATA
- CYBERSECURITY
- CLOUD
- SERVER TECH

Industry Expectations

LEARNING FOUNDATIONS

- Core Capability Alignment
- Capability Framework
- Career and Learning Paths
- Innovation Labs, Programs, and Events
- Certifications and Partnerships

Colleagues

- It Works
- It’s Reliable
- It’s Available
- It’s Stable
- It’s Natural Conversational
- It Knows Me
- Product Thinking - Think Like a Customer
- Mental Model - Challenge Your Assumptions
- Learn New Age Skills
- Innovation Mindset - Don’t be afraid to try!
Innovation Excellence: Partnerships and Ecosystems

Objectives of external linkages

✓ Access to new technologies
✓ Reduce/ share development costs
✓ Improve existing products/ service lines
✓ Build scale in existing products/ service lines
✓ Reduce time to market
✓ Reduce taxation cost

External Ecosystem Partner | Tangible outcomes observed as a result of the engagement/ collaboration
--- | ---
University/ Academic Institutions | ▪ Research partnerships with K-10 to K-12 grades in schools, local technical colleges, universities, Government of India and state government initiatives  
▪ Connects with hundreds of universities and strong repeat hiring track with engaged academic institutions  
▪ Partnerships with research institutions for live IP and R&D projects

Government / Industry Bodies | ▪ Multi-year deals on government projects, such as the National ID project Aadhar with UIDAI, Digital India, Skill India  
▪ Provisioning critical infrastructure, network capabilities, and software solutions for government programs, such as deployment of infrastructure for GSTIN, Ayushman Bharat, GeM, etc.

Service Providers | ▪ Strategic relationships with key SIs, such as Wipro, Infosys, TCS, Accenture, Capgemini, HCL, etc., for lowest-cost, highest quality solutions to customers  
▪ Best practices, technology readiness, and joint solution development

Incubation & Mentoring Support to Start-Ups | ▪ Internal accelerators, within and outside India incubation and acceleration partnerships with country governments and academia  
▪ Individual innovator mentorship programs, such as Student Entrepreneurship Program with Atal Innovation Mission, NITI Aayog for young innovators from across India

Developer Ecosystem | ▪ Early developer ecosystem through internships and hackathons.  
▪ Developer connections /hack-a-thons/industry events  
▪ Cybersecurity and ethical hacking contests  
▪ Open sourced crowd platforms and DevSecOps tools

Innovation Excellence: Partnerships and Ecosystems

Illustrative Organization Best Practice
Innovation Culture: Innovation Values and Implementations

**Innovation Value System**

- Culture of open, clear and constant communication
- Values at heart of culture - dependable, open and connected
- Fail Fast
- Freedom and responsibility
- Trusted and empowered
- Healthiest Human System

**Implementations**

- Passionate open houses across all layers
- Culture of building products/platforms that don’t exist in the industry
- Annual leaders’ and engineering summits
- Reward right behaviors - part of performance reviews
- Provide flexible ways of working work from home, part-time etc.
Innovation Impacts: Cost Savings, IP Creation, and Digitization

- Multi-million dollar cost savings by insourcing innovation PoCs and pilots
- Many GCCs indicate that the India center ranks in the top two centers globally
- On an average, 1.5-2 patents reportedly issued to India GCCs per month
- Highest number of patents filed with US Patent Offices are from India GCCs
- Innovation teams find in-kind rewards better - access to global CXOs for mentorship, coaching, a “Day with CXOs” and other rewards in kind
- Extensive internal process automation with RPA, and customer impact delivery with predictive services optimization

Operating Costs

Patents Filed

Patents Issued

Global R&R Programs

RPA, Automation AI-ML

Aggregate Analysis
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Four Core Learning and Development Excellence Levers

**Business-Aligned L&D Strategy**
Build a culture of thought leadership, ownership and innovation, and global experience keeping in mind long-term business strategic objectives

**Learning and Skill Development Behaviors**
Create the right mindsets towards continuous learning and assertive leadership while maintaining a cutting-edge on business and technology acumen

**Partnerships with Academia and Industry**
Foster output-based capability development with active academia, industry, cross-sectoral, and startup partnerships

**Industrialization of L&D Impact**
Foster deeper and focused industry, startup, and cross-sectoral connect through expertise sharing programs
Design for a simplified future state, not just what exists today

90% globally consistent processes (90:10 rule) with only exceptions being where legal / regulatory requirements exist locally

Develop scalable processes that account for future growth

Leverage best practices in HR application & live within its constructs

Plan beyond go-live

Minimize future maintenance and support costs in design and process decisions

One version of the truth for data with clear ownership across all HR

Provide managers and employees access to information for better decision making and effective management of their workforce

Engage HR, managers and employees throughout the process

Focus on business outcomes and prioritise the end user experience in everything that we design

Design to the norm, not the exception

Select automation over repetitive manual processes

Minimize approvals - prioritize the right approver versus multiple approvers (3 levels of approval maximum for all processes)

Drive the right levels of support with clear responsibilities and escalation paths

Minimise work on applications considered as legacy applications; focus on the future

Empower employees and managers through the use of self-service and ownership of their data

Drive managers to use self-service wherever possible

Think it, do it, own it - empower end-users through the use of direct access and eliminate additional steps in process design

L&D Excellence: Business-Aligned L&D Strategy

Illustrative Organization Best Practice
L&D Excellence: Learning and Skill Development Behaviors (1/2)

A comprehensive, and time-relevant training catalog enables organizations to bring together desired behaviors and contextualized skilling

**BUILDING BEHAVIOURS – Only an indicative catalogue**

- **Image**
  - Customer-centric image development

- **Interact**
  - Stakeholder management and decision making

- **Influence**
  - Interpersonal and business communication

- **Lead**
  - Effectiveness and transformation leadership

- **Include**
  - Natural and effortless inclusion

**BUILDING SKILLS – Only an indicative catalogue**

- **Lean Six Sigma**
  - Operational excellence and quality

- **RPA/Automation**
  - Build process automation

- **Agile Project Management**
  - Adapt to the agile methodology

- **Continuous Education**
  - Continuous higher education

- **Advanced Certifications**
  - DeepTech certifications
L&D Excellence: Learning and Skill Development Behaviors (2/2)

**Mindsets That Middle-Level Leaders Should Develop**

**Global Mindset** – Manage global-to-local talent, strategies, and business outcomes switch seamlessly

**Engineering Mindset** – Develop strong leaders from engineers – train for leadership skills first-up

**Unlearning Ability** – Continuously reinvent; be a Jack of all and master of one trade

**Cultural Assimilation** – Contextualize global – local business viability; look for loose couplings over rigid forms

**Reverse Skilling** – Train general managers in speaking emerging tech languages with domain experts

**Intrapreneur Leadership** – Enable inward shift from ivory tower operations to an intrapreneur workstyle

**Soft and Functional Skills To Acquire**

**Coaching** – Strong EQ skills along side mentoring and story-telling

**Stakeholder Engagement** – Negotiations, C-level connects, managing pushbacks

**Business Acumen** – Contextualize between the big and small picture of tech adoption

**Software Engineering** – Engineering, R&D, end-to-end design and delivery skills

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**In A Digital 2020+, Middle-Level Leaders in GCCs Will:**

- Learn, unlearn, and, relearn new technologies
- Deliver agile and @scale productization
- Adapt to constantly evolving global risks and shifts
L&D Excellence: Industrialization of L&D Impact

This GCC in India offers their partners a combination of services such as:
- Verticalized end-to-end process management
- Global functional services management
- Global shared services management rolling up to global BU heads
- Global multi-functional shared services rolling into global CxOs

This team has been nominated for thinking beyond the current needs and strategically contributing towards enriching careers of team members and equipping them to be future ready.

**Success %**

<table>
<thead>
<tr>
<th>Function 1 Academy</th>
<th>Function 2 Academy</th>
<th>Function 3 Academy</th>
</tr>
</thead>
<tbody>
<tr>
<td>97%</td>
<td>97%</td>
<td>100%</td>
</tr>
</tbody>
</table>

**Overall Engagement stats**

<table>
<thead>
<tr>
<th>Training details</th>
<th>Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training Hours completed</td>
<td>36500+</td>
</tr>
<tr>
<td>No. of sessions completed</td>
<td>250+</td>
</tr>
<tr>
<td>Completion % (Planned vs. Completed)</td>
<td>100%</td>
</tr>
<tr>
<td>Overall Recommendation %</td>
<td>100%</td>
</tr>
<tr>
<td>No. of people covered</td>
<td>900+</td>
</tr>
<tr>
<td>CSAT</td>
<td>95%+</td>
</tr>
</tbody>
</table>

**Digital Learning**
- A programme to shape up employee skills more easily while sitting at their desk
- 95% of the staff is on LinkedIn Learning

**Emerging leaders programme**
- Career development programme
- Activity based programme

**ABS Academy**
- 13 Participants were trained on Level 1
- 100% execution

**Function 1 Academy**
- 500 Participants
- Reduction in Learning curve
- Participants moved to complex process
- Smooth Transitions

**Function 2 Academy**
- Improved Quality Scores
- Good amount of referral reduction

**Rapid Process Automation**
- A total of 17 people cleared Foundation Level
- 45 Participants and 38% success ratio
NASSCOM and KPMG instituted recognition for NASSCOM GCC members to showcase the digital transformation, innovation, learning and development and organizational excellence best practices.

**Digital Transformation**
Deliver disruptive, high customer impact solutions and experiences through global Tech leadership.

**Innovation**
Enable process transformation-led rapid-scale product/service development with empowered teams.

**Learning & Development**
Create an open, honest, trustworthy, developmental organization with self-development as the core DNA.

**Organizational Excellence**
Enable seamless data, information and goal-sharing, and earn increasing significance in global decision-making.
Six Core Levers of GCC Organizational Excellence

Build process, service delivery, and innovation-boosting organizational constructs in line with global goals

Build India capabilities, skills, and value-add programs to establish presence as the top capability center globally/regionally

Establish continuous, push-led innovation capabilities that are flexible, business-driven, and expertise-based

Develop rapid-scaling transformation capacities in automation, AI/ML, and analytics

Align L&D with global goals to develop India as a skill export hub, with core leadership talent development and roles in India

Evangelization of leadership capabilities at the regional hub level, as well as globally through experiential enablement

Three themes represented earlier
Organizational Excellence: Alignment with Global Strategy

Role of Parent Organization in the GCC Journey

- Central governance and protection of Licence to Operate per local norms
- Global consistency, standardized work-flows and processes, while promoting innovation
- Comprehensive visibility and collective solutioning of group’s gaps and performance
- Enabling countries to focus on business development & technical enrichment

Initiatives through Shared Services Center

- Empowerment to monitor, intervene and escalate to the highest levels
- Implementation and support of tool-based and digitized work-flows
- Data standardization, globally consistent metrics publishing and dashboard / KPI reporting
- Administrative tasks, tool updates and query support centralized in shared services center

Alignment Results/Outcomes

- Anticipation, identification and mitigation of risks, globally consistent preventive action
- Global overview for all processes and clear visibility for all stakeholders
- Actions initiation using prescriptive analysis reports to pre-empt risk
- More contracts/ clients managed by SSC helping countries to build business and client traction
Organizational Excellence: Planning the Value Journey

In the current state, GCC contributions have led to significant contributions across all functions leading to an impact of more than half a billion USD in the last couple of years through:

- Business ideas conceptualized and implemented from India
- Organizational constructs created in India adopted globally to foster innovation
- Efficiency across all functions leading to savings for Business

**2003**
- Hiring for the right skills in India, focus on growth and volume
- Positioned GCC top talent in US
- Initiated Architecture & Data practice groups
- Started Business Analytics & Research capability
- Upskilled to create Functional SMEs

**2012**
- Positioning top talent for business capabilities in US
- Shift in campus hiring strategy to hire from Tier 1 institutes
- Global roles across Technology, Operations and Business Analytics
- Seat at CXO table
- Talent Management & Retention

**2016**
- Business-Focused Innovation frameworks at GCC to drive impact for retail and institutional customers
- Collaboration with India start-up and academia ecosystem
- Co-creating the Digital Future through Emerging Trends
- Focus on revenue generation, shifting cost structure and enhancing customer experience

**Operational Excellence**
- Established Technology Services, Business Analytics & Research, and Operations capabilities in India
- Scaled up to the GCC headcount cap in a short timeframe
- Established in-country resilience, governance and controls
- Established high accountability in several important businesses, spanning across asset management, Defined Contribution implementations, benefits marketplace, etc.

**Capability Excellence**
- Engineering and domain excellence established
- Global delivery leads and product accountability achieved for critical functions
- Global shared services curated and delivered
- Retention of Top Talent > 92%
- Transition from “Provider to Partner”

**Customer Obsession**

Illustrative Organization Best Practice
LEADERSHIP – FOOTPRINT OVER THE YEARS

**SERVICE CENTRE – “INFANT STAGE”**
- Hub Director, BLR
- Head of Payments & Cash, BLR
- Head of Trade Ops, BLR

**SERVICE CENTRE – “BEING TRUSTED”**
- Regional Trade Ops, Singapore
- Head of Trade, Philippines
- Head of Trade & Supply Chain, US / UK

**SERVICE CENTRE – “BEING RECOGNISED”**
- Head of Trade Ops, BLR
- Head of Trade, Fiji

**SERVICE CENTRE – “EMPOWERED”**
- Chief Operating Officer
  - Group Service Centres (BLR / Manila / Chengdu)
- Chief Operating Officer – Institutional Operations – Group Services
- Group General Manager (GGM) Operations & Services

Illustrative Organization Best Practice

- Majorly Lead by Expats
- Local Leaders in Bangalore
- Local leaders in Global Shores
- Global Roles from Leaders in Bangalore
Thank You
Participant Summary Statistics (1/2)

Respondent GCC Employee Size

\[ N=75 \]

- \(<1000\): 14%
- \(1000\) - \(3000\): 32%
- \(3000\) - \(5000\): 21%
- \(5000\) - \(10000\): 17%
- \(>10000\): 16%

Respondent GCC Sectoral Profile

\[ N=75 \]

- BFSI: 29%
- Automotive: 8%
- Software & Internet: 14%
- Professional Services: 9%
- Pharmaceuticals: 7%
- FMCG: 5%
- Others*: 28%

*Others* include: Industrial, Retail, Telecom and Networking, Consumer Electronics, Diversified, Electrical & Electronics, Aerospace & Defence, Chemicals and Materials, Energy and utilities, Media & Entertainment, Semiconductors, Transportation, construction and heavy engineering.
Participant Summary Statistics (2/2)

Respondent GCC HQ Base

N=75

- USA: 57%
- Switzerland: 13%
- Netherlands: 5%
- France: 5%
- UK: 6%
- Germany: 9%

Respondent GCC Global Revenue

N=75

- <= USD 1 bn: 11%
- USD 1-5 bn: 11%
- USD 5-10 bn: 10%
- USD 10-20 bn: 13%
- USD 20-30 bn: 17%
- USD 50 bn+: 27%

Others* include: Denmark, Australia, Belgium, Finland, Japan, Singapore, Spain
About NASSCOM

NASSCOM is the industry association for the IT-BPM sector in India. A not-for-profit organization funded by the industry, its objective is to build a growth led and sustainable technology and business services sector in the country with over 2,800 members. NASSCOM Research is the in-house research and analytics arm of NASSCOM generating insights and driving thought leadership for today’s business leaders and entrepreneurs to strengthen India’s position as a hub for digital technologies and innovation.

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