



As global enterprises
go digital, GCCs
transform into their
digital trailblazer

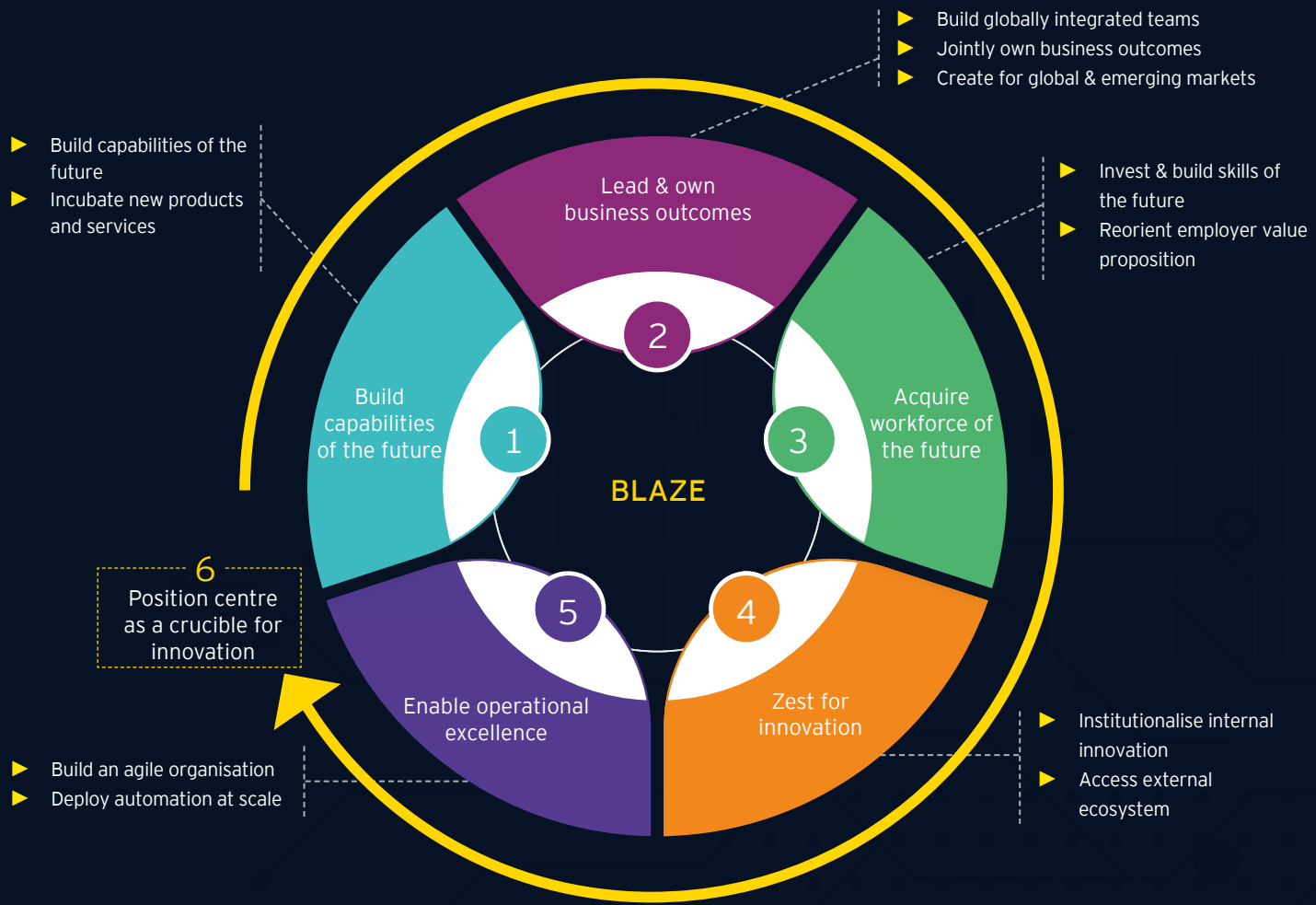
2019



EY

Building a better
working world

EY's BLAZE framework identifies key initiatives which position Indian GCCs as the global enterprise's digital trailblazer



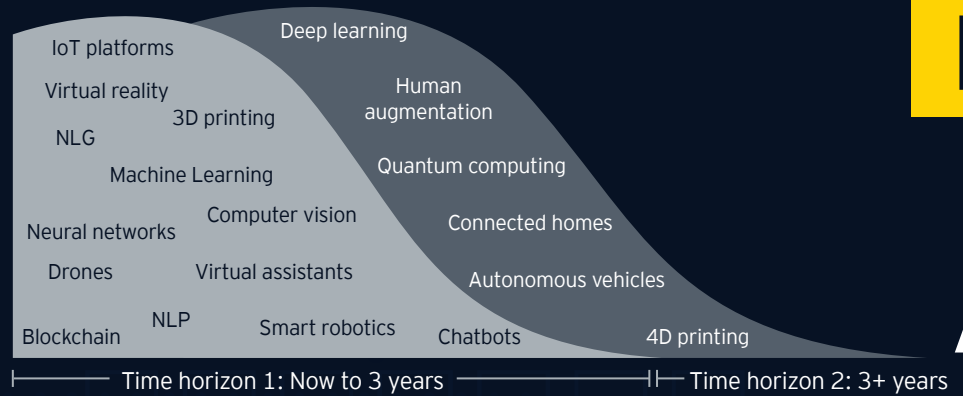
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Build capabilities of the future

. 1 .

Develop capabilities in disruptive technologies

GCCs need to be ahead of the technology curve & identify technologies with future potential for the enterprise



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. 2 .

Incubate new products & services



Incubate new products and services by capitalizing domain, digital and new age technology skills

2

Lead & own business outcomes

1

Build globally integrated teams

Be a part of globally integrated teams



2

Jointly own business outcomes

Combined ownership of end state business outcomes which reflect strategic priorities of the future

3

Create for global & emerging markets

Play an integral role in driving large strategic global projects for the enterprise

Own end state business KPIs rather than operational SLAs

Leverage India as a test-bed for global & emerging market expansion

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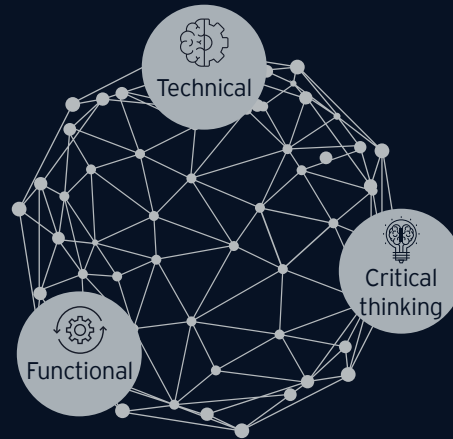
3

Acquire workforce of the future

1

Invest & build skills of the future

Roles of the future will require a tight integration of 3 competencies - technical, functional & critical thinking



2

Reorient employer value proposition

Reorient employer value proposition to attract scarcely available talent new age talent

A robust employer value proposition consists of three aspects



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Zest for innovation

• 1 •

Institutionalize internal innovation

Internal innovation

Drive focused innovation initiatives through centralised internal structures like COEs

• 2 •

Access external ecosystem

External innovation

Leverage external ecosystem including start-ups, academia & vendors to incubate disruptive capabilities

Key considerations for innovation



Scope



Funding



Focus areas



Sponsorship

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5

Enable operational excellence

1

Build an agile organization

Allow for constant optimization, flexibility & adaptation by building agility into the organisation

Key actions to bring organisational agility



Enable quick formation & dissolution of teams



Enable rapid allocation of resources



Build empowered teams



Create inter-disciplinary teams with flexible resources

2

Deploy automation at scale

Build operational excellence by combining RPA with other cognitive technologies to accelerate benefits



RPA traditional

Streamline repetitive, rule-based, high-volume activities



Cognitive - ML, AI, RPA ++

Manage unstructured data through ML, computer vision, NLP etc.

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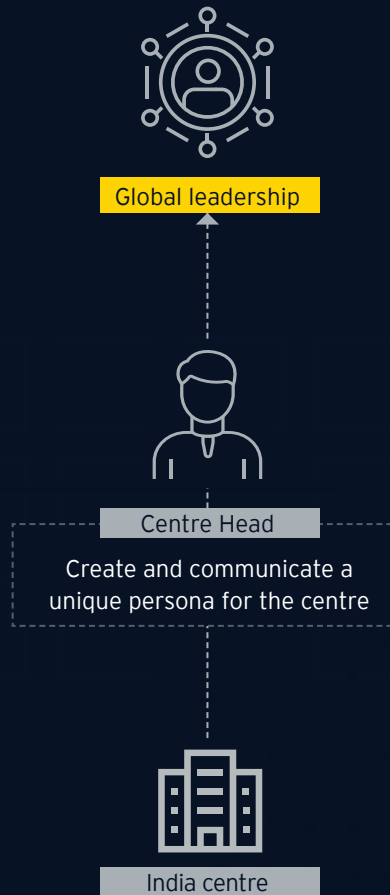
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Position centre as a catalyst for innovation

• 1 •

Establish direct alignment with organization goals & leadership

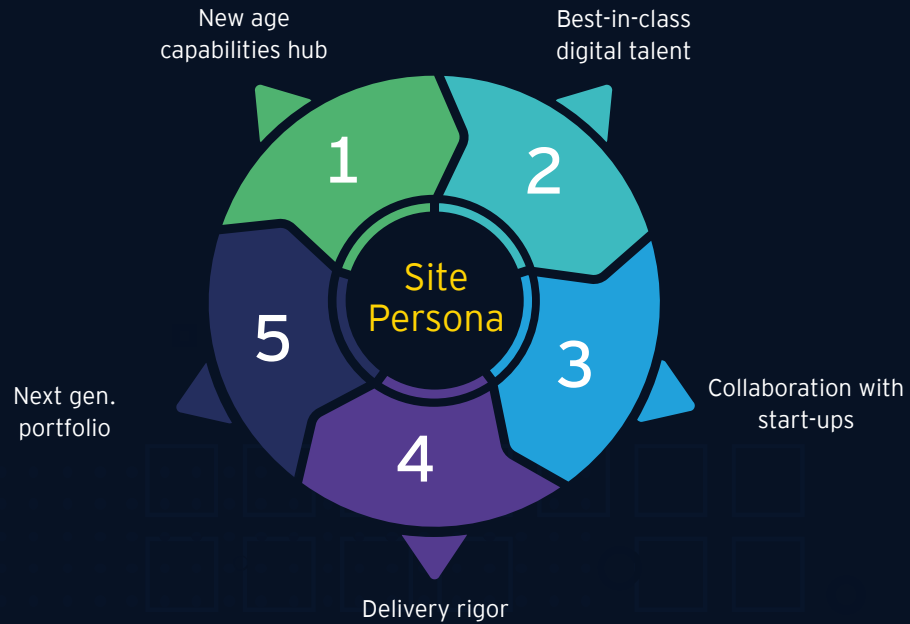
Position the centre as an extension of the global parent driving next generation capabilities



2.

Create a unique persona for the site

A unique site persona consists of the following elements



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Illustrative

3.

Reorient GCC reporting to value metrics

No. of products completely developed out of India

No. of products with P&L accountability

No. of global products based out of India

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