

# EY GCC Conclave<sup>23</sup>

*The future is ours*

20<sup>th</sup> January 2023  
New Delhi  
Event Summary





The EY GCC Conclave 2023, held on 20<sup>th</sup> January at The Roseate House, Aerocity, New Delhi brought together Global Capability Center (GCC) leaders under one roof to gain diverse perspectives on the industry trends and the best practices followed by GCCs in India. The theme for this event was – **The future is ours.**

With 13 speakers, 40+ GCC organizations and 130+ participants, the event witnessed some interesting exchange of views around transformation, talent strategy, reimagining global leadership, diversity & inclusion, value driven GCCs, innovation and metaverse.







**Arindam Sen**

Partner, GCC Sector Leader,  
EY India



**Ross Lacey**

Partner, Global Business  
Consulting Finance Leader,  
EY UK



**Nikhil Kumar**

Partner, Business Consulting,  
North & East GCC Leader,  
EY India

## Key highlights

### The global value organization

- ▶ GCCs are adding more value to the parent organization than ever before
- ▶ GCCs are reinventing themselves for the future by building operational resilience and improving their employee value proposition (EVP)

### GCCs have moved to becoming intelligent organizations

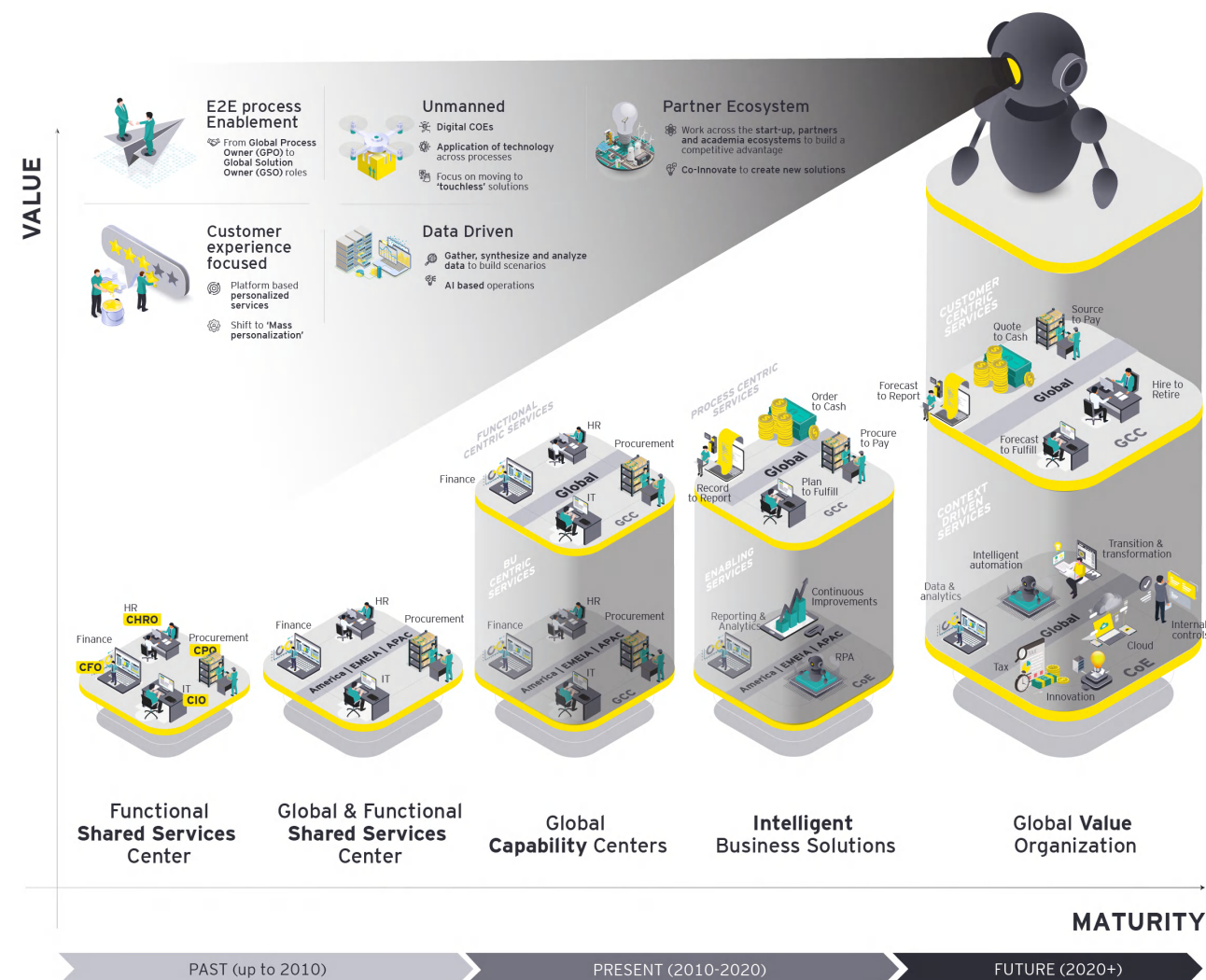
in India by 2026. The GCCs are moving from being 'back office' to 'one office' by leveraging digitally skilled workforce, technological advancements and transformative leadership skills.

Shared service centres in India started off with transaction processing and evolved into Global Capability Centres (GCCs) and in near future is expected to build intelligent solutions and drive business outcomes. This shift would be accelerated by leveraging the demographic dividend and skilled workforce in India. The GCC organisations of the future will drive value through end to end process enablement, leveraging data and partner ecosystems to focus on delivering world class customer experience.

The number of GCCs that currently exist in India and the number of people employed in GCCs demonstrate the sheer scale of capability centres in the country. There is a significant uptick in the number of GCCs in India and according to NASSCOM, businesses are expected to add 500 GCCs

### The global value organization

#### Evolution of GCCs





**Amit Dubey**

Director, Airbnb Global  
Capability Centre

## India has the right ingredients to build the global value organisations of the future

With the GCCs rapidly expanding, business leaders must carefully select their orbits. It is imperative to clearly articulate the organization's vision to the employees while setting up a global capability centre. Share the goal of the organization with the stakeholders from the beginning and work towards driving value for the end customer. As GCC leaders, empower your team and employees by building enabling systems. It is the leadership's responsibility to help the teams grow. However, the most important aspect of any GCC is to create value for its end customers. Keeping customers at the center of the table is extremely important.

It is critical for GCCs to identify the areas where they want to add value. During the pandemic, organizations that provided value to customers in difficult times, thrived. Also, it is imperative for GCCs to start experimenting with small pilot projects to build credibility. India has all the right ingredients to build the global value organizations of the future.

Key highlights

## GCC - The future is ours

- ▶ Choose the right orbit, empower teams and add value
- ▶ Imperative for GCCs to experiment with small pilot projects to build credibility

## The future is ours





**Jay Doshi**

CIO - Digital Corporate at BT  
& Head of BT Technology  
Centre, India



**Sunil Garg**

Director, Fidelity International



**Manoj Marwah**

Partner, Business Consulting,  
EY India

## Key highlights

### GCCs driving transformation

- ▶ GCCs continue to prioritize digital products in the post-COVID world
- ▶ Innovation should be business focused, making fusion teams more of a norm

### Successful transformation is to collaborate, co-create, and co-exist

One of the biggest shifts that is driving the transformation of GCCs is digital disruption. In the post-COVID world, GCCs have been prioritizing digital products, which has also resulted in a high demand for talent. However, the GCCs are faced with four key challenges - climate, conflict, commodity

pricing and concentration risk. The parent organizations have realized that though these issues are real, GCCs have built resilience to deal with the global recession or economic uncertainties. The mantra for successful transformation is to collaborate, co-create, and co-exist.

It is essential to have a customer-centric agenda and to create capabilities to serve the needs of new age customers for GCCs. But organizations also need to focus on their employees. Transformation of GCCs is possible only when each team member believes in the organisation vision. Leaders need to support employees and provide them with avenues to unleash their full potential.

It is imperative for organizations to innovate while having a 'purpose' and having people with an entrepreneurial mindset. The need is to drive small scale innovations, leading to continuous improvement. For the transformation of GCCs, firms need talent with entrepreneurial spirit, accountability and the urge to go beyond the job description. All the innovations coming out of GCCs should be business focused, making fusion teams more of a norm.

### GCCs driving transformation







**Ruchi Mago**

Global Head HR Shared Services and Talent Acquisition, Orange Business Services



**RV Ramanan**

Vice President - Human Resources, MetLife Global Operations Support Center



**Saurabh Sharma**

Global Head of Talent Acquisition, OLX Autos (Commercial)



**Neha Sharma**

Partner, People Advisory Services, EY India

## Key highlights

### Talent strategy

- ▶ India is a stratified market, witnessing sectoral shifts and upskilling of talent
- ▶ Diversity and inclusiveness bringing in the element of multi-culturalism

### Organizations need to customize their employee value proposition

The GCCs in India are expected to create 364 thousands jobs in the next 12 months. India has a large talent pool with entrepreneurial spirit and people willing to experiment outside the classical domain. With a stratified market, India will witness sectoral shifts and some level of upskilling. Automation is gaining momentum

and it will impact the job market but have its own manifestation on jobs. Interestingly, it will lead to the creation of new jobs. The other development is that talent has different expectations from organizations. The buzzwords of today's organisations are flexibility, empathy and wellness for employees.

Another important aspect which has come into play is user experience, moving beyond employee experience and customer experience. It is the human experience, involving agility and design thinking that will pick up more pace. Moreover, organizations need to customize their employee value proposition. Diversity and inclusion are expanding to different communities and bringing in the element of multi-culturalism. The Diversity, Equity, and Inclusion (DEI) agenda is becoming increasingly important, making it essential to ask the right (sometimes difficult) questions to ensure the framing and execution of DEI policies effectively.

### Talent strategy





**Ashish Vidyarthi**

National Award Winning Actor, Cultivating Business Values & Motivational Speaker

## GCCs are opening upto whole new universe and we need to pioneer in that

Key highlights

## Reimagining global leadership

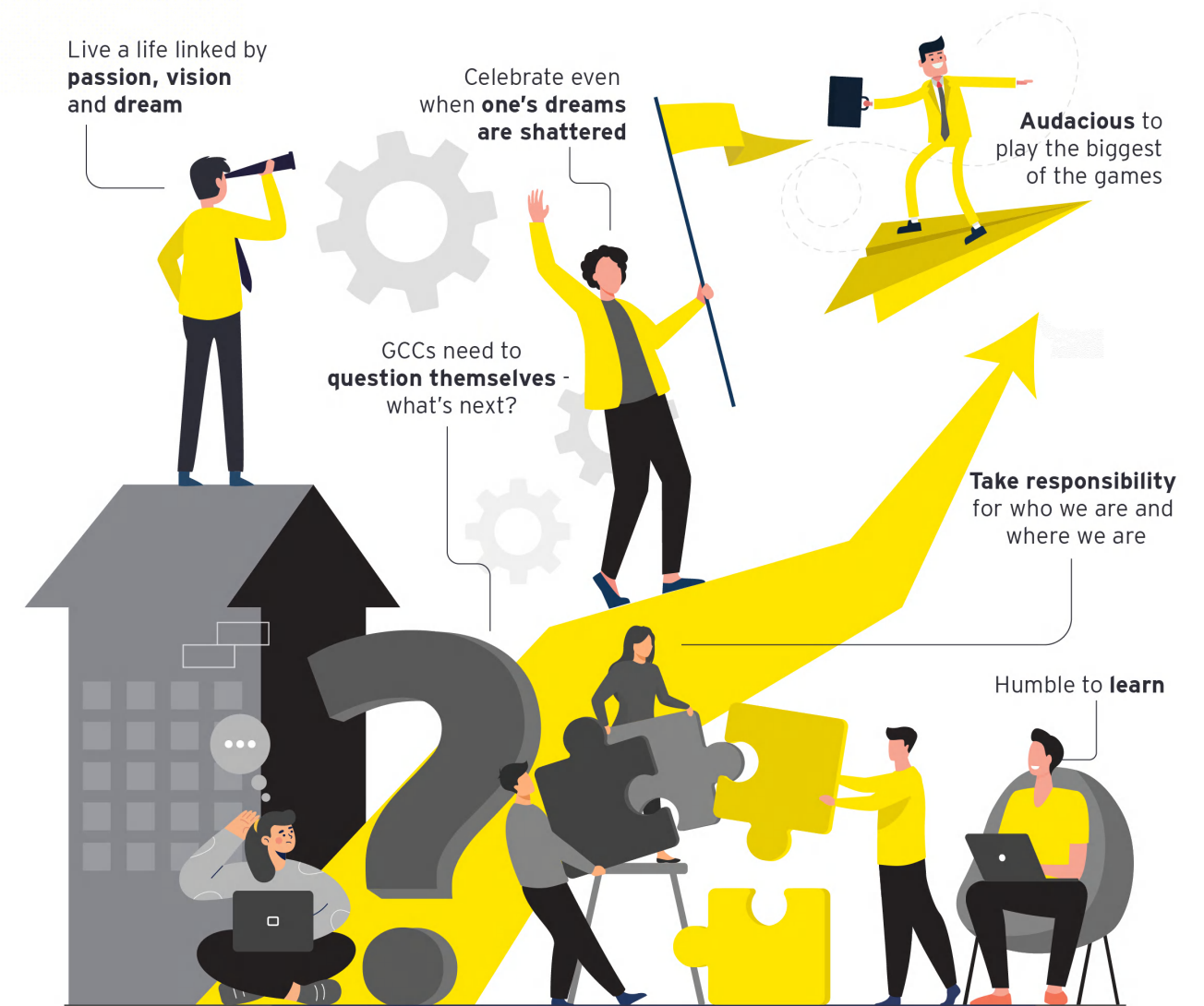
- ▶ Leadership is about taking responsibility
- ▶ GCCs need to question themselves - what's next?

Leadership is about taking responsibility for who we are and where we are. The story of leadership is personal, as it boils down to how hungry you are to deliver your story. The present or now is an opportunity for each one of us to live a life which is linked by passion, vision and dream. Life is about dreams but most people, over the years, don't even dare to dream or talk about it. It is important to dream and be creative of the talent that one has and set out each day with excitement. Having had one's fair share of victories, one needs to ask what's next to stay relevant.

Similarly, in the amazing world of GCCs, we need to question what's next. GCCs are opening up to a whole new universe which no one is aware of today. This is where we need to be a learning adventurer and push the envelope and play a bigger role than yesterday. Create extraordinary things with whatever one has and be a limitless version of themselves. The only person who wants your success is you and nobody else.

There are two aspects of life - humility and audacity. A person should be humble enough to learn and audacious enough to play the biggest of the games that they truly wish to play. One needs to celebrate themselves even when one's dreams are shattered. But shattered dreams should not stop one from being one's true self or from dreaming. Life is not about the dreams that were fulfilled but the dreams you saw irrespective of their outcome. We need to reinvent ourselves, shift our beliefs and rejoice the moments that life has to offer. We are all responsible for creating an amazing future for ourselves.

## Reimagining global leadership







**Punit Sood**

Head of International Hubs and  
Head of India, NatWest Group



**Bhavesh Jain**

Director- Global Financial Planning &  
CFO- Shared Services, IDP Education



**Sudhir Dasamantharao**

Director & Head – Global Business  
Services APAC, Boston Scientific



**Rohit Kharbanda**

Head of Hotel Finance Services &  
Growth, IHG Hotels & Resorts



**Vivek Gaur**

Vice President, Engineering (Global)  
& Country Head and Managing  
Director, Colt India

## Key highlights

### Value-driven GCCs

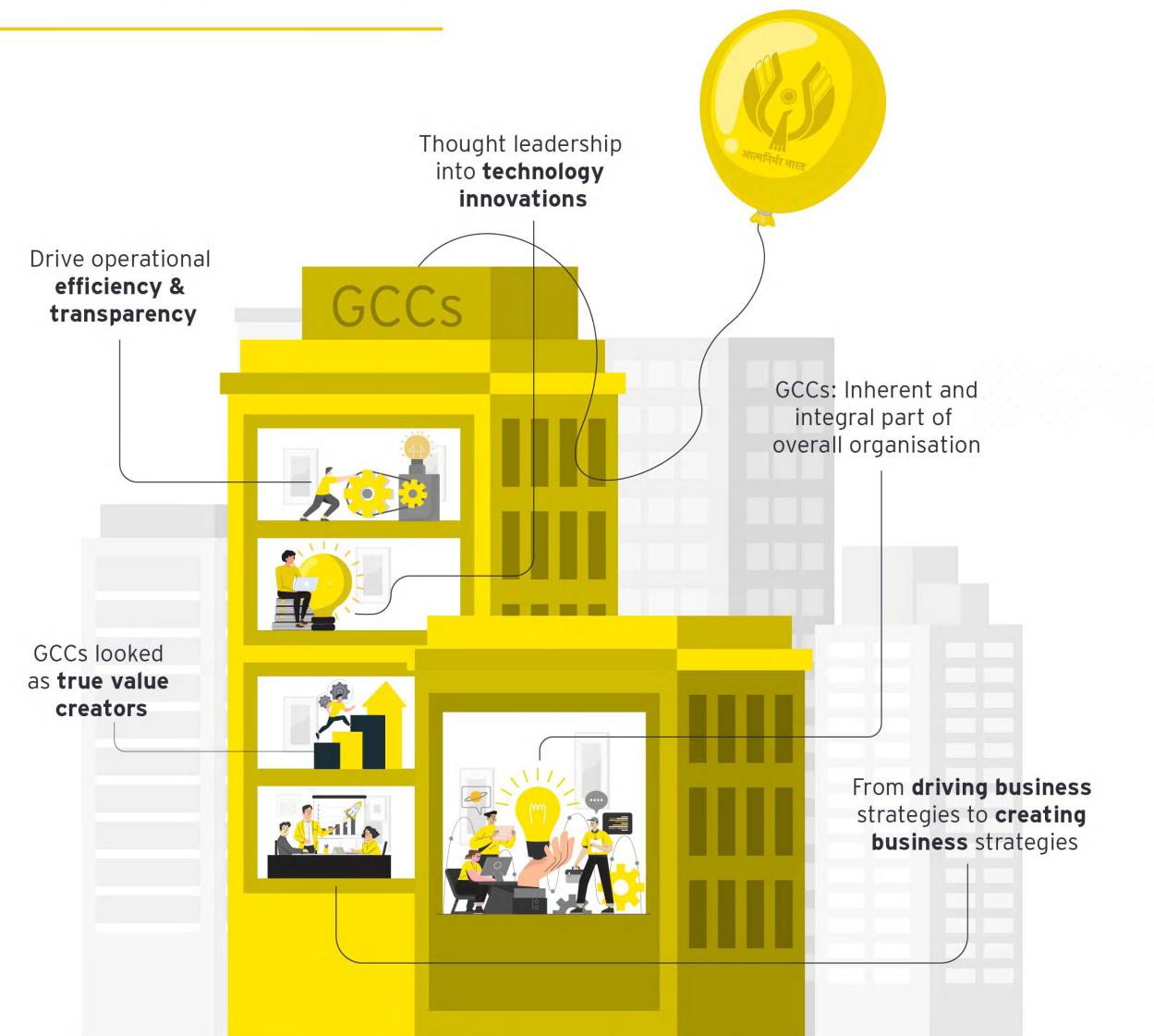
- ▶ Thought leadership is integral to driving the GCC agenda
- ▶ GCCs are becoming an incubation hub of innovation

### From driving business strategies to creating business strategies

GCCs are great at disrupting while adding value to various facets of parent organizations. In India, GCCs are driving operational efficiency and transparency along with innovation. Innovation, not just from a technological standpoint but also from the aspect of upskilling of talent. GCCs from India are delivering most critical processes and focussing on improving the turnaround time, accuracy of the processes and overall service delivery.

With GCCs driving value by incorporating thought leadership into technology innovation, people management, customer service, in such cases behaviour and passion are becoming increasingly important. Today GCCs are an inherent and integrated part of the overall organization and are no longer just a shared service centre. A big change in the mindset is clearly visible now with GCCs no longer being looked upon as transactional units but true value creators for the business. GCCs are becoming incubation hubs of innovation and it would be a shift in the mindset and outlook for India if we could transition from being “Atma Nirbhar Bharat” to “Vishwa Nirbhar Bharat”. Today GCCs are driving business strategies, but in the near future, they should be creating those strategies.

### Value-driven GCCs





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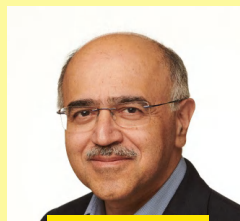
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