

EY GCC Conclave²³

The future is ours

20th January 2023

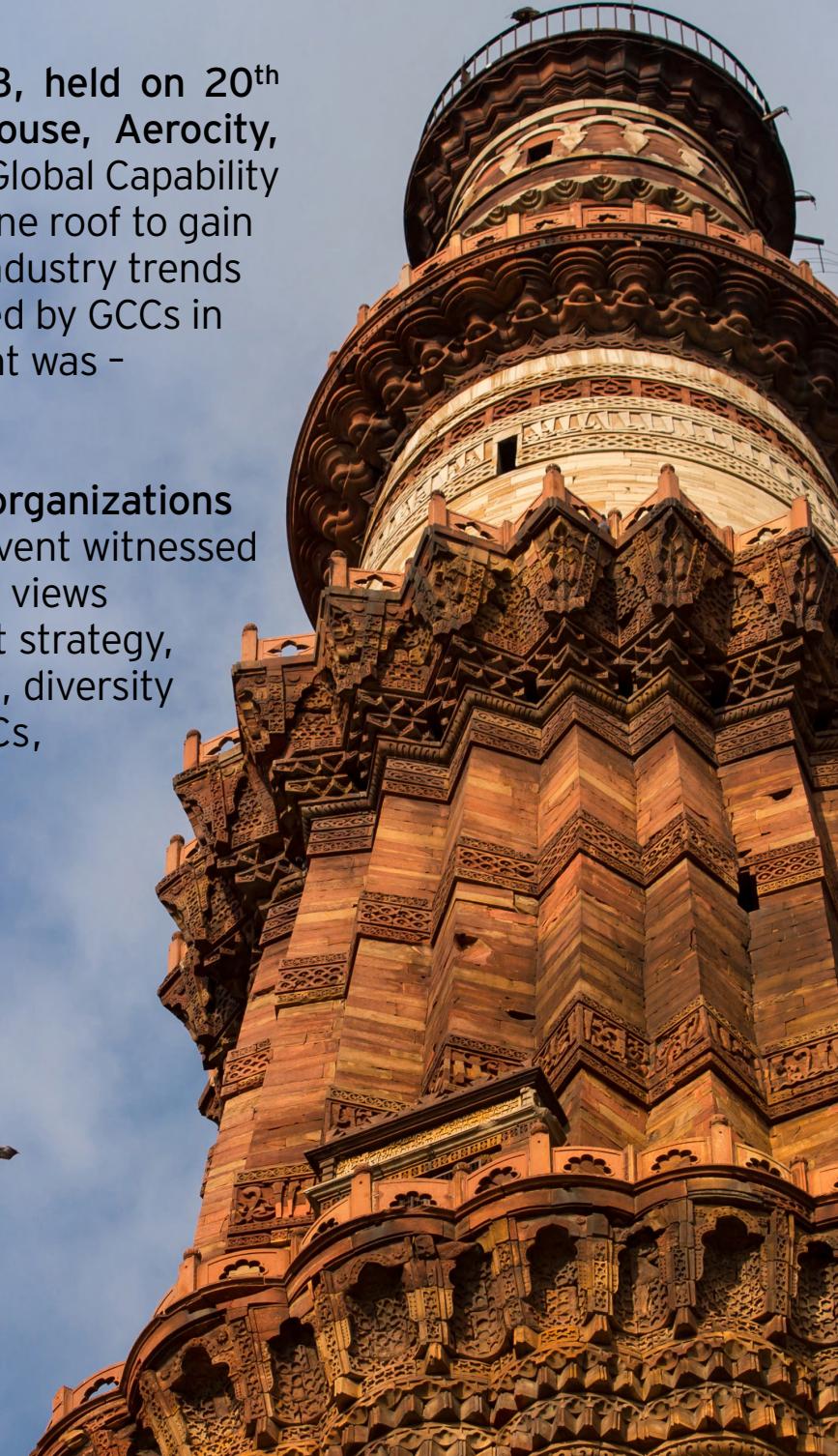
New Delhi

Event Summary

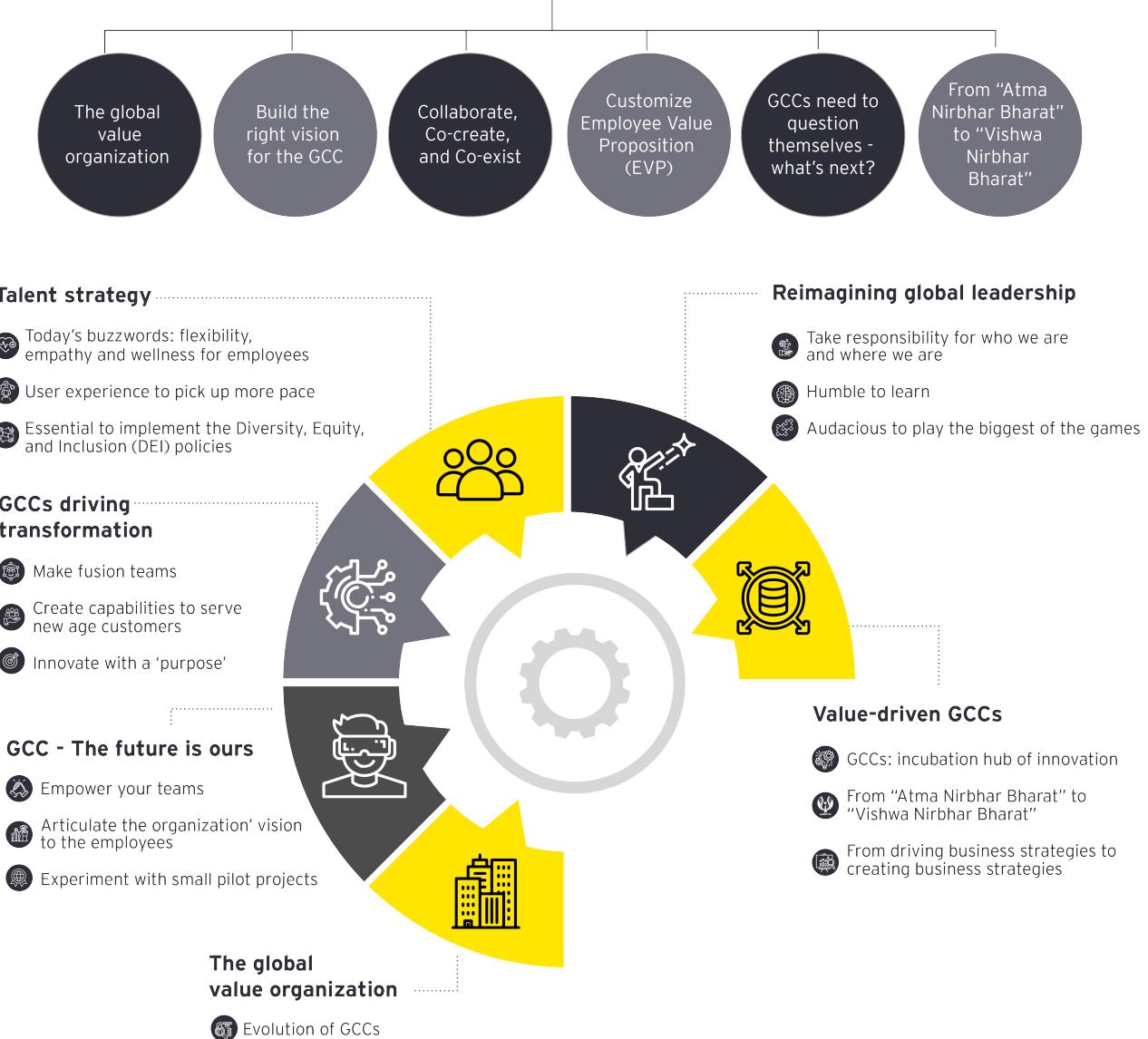


The EY GCC Conclave 2023, held on 20th January at The Roseate House, Aerocity, New Delhi brought together Global Capability Center (GCC) leaders under one roof to gain diverse perspectives on the industry trends and the best practices followed by GCCs in India. The theme for this event was - **The future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



The future is ours





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

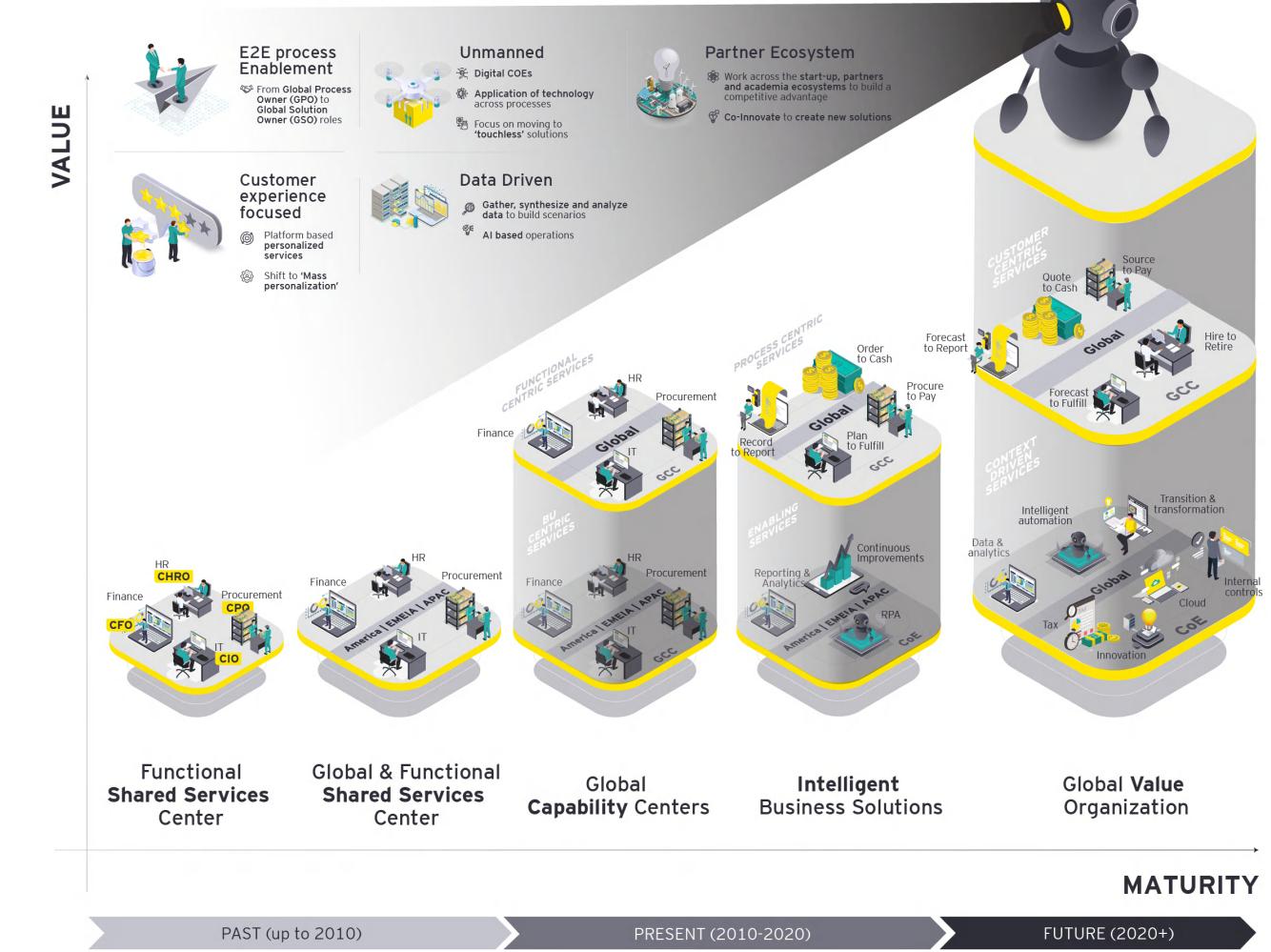
in India by 2026. The GCCs are moving from being 'back office' to 'one office' by leveraging digitally skilled workforce, technological advancements and transformative leadership skills.

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





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

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.

The future is ours

Build the **right vision** for
the capability center



Empower **your teams**



Leaders must
carefully
select their **orbits**

**Articulate the
organization's vision**
to the employees

Always **keep
customers at the
center** of the table



Experiment
with **small pilot
projects**



Need is to
create **excitement**
for GCCs





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 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.

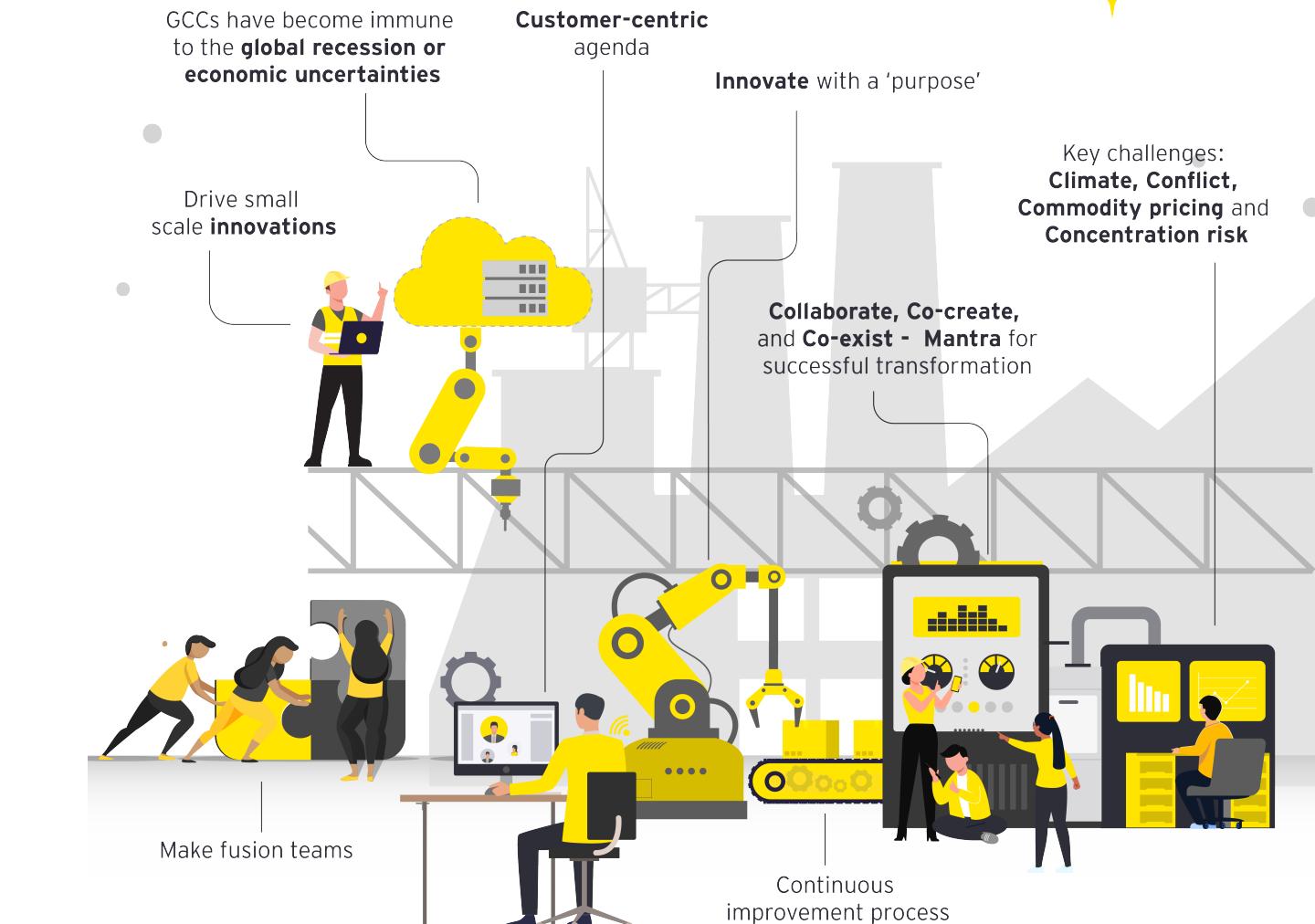
However, the GCCs are faced with four key challenges - climate, conflict, commodity pricing and concentration risk. The parent organizations have realized that though these issues are real, GCCs have built resilience to deal with the global recession or economic uncertainties. The mantra for successful 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

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

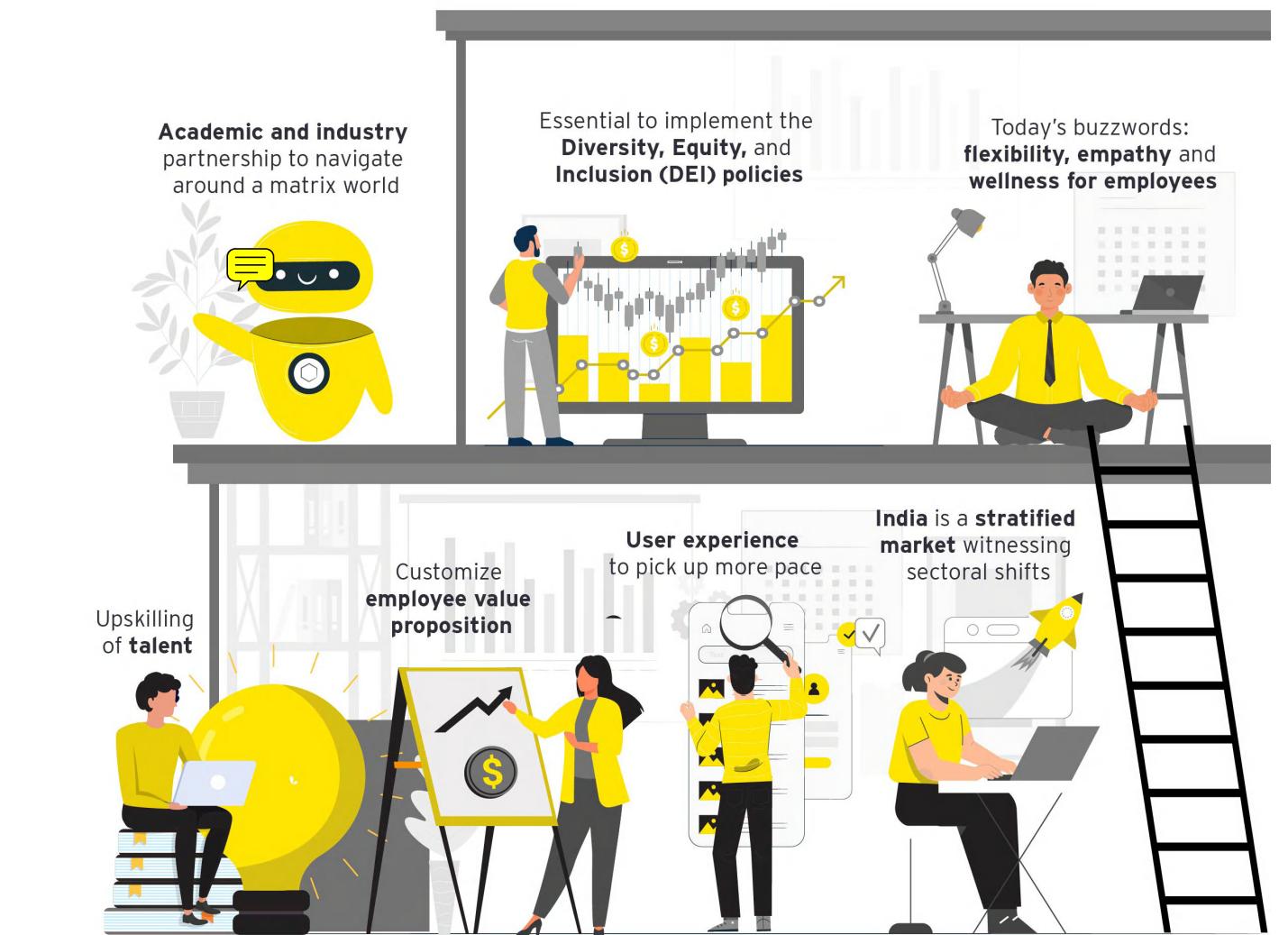
Organizations need to customize their employee value proposition

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 organizations 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





Key highlights

Reimagining global leadership

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

Ashish Vidyarthi

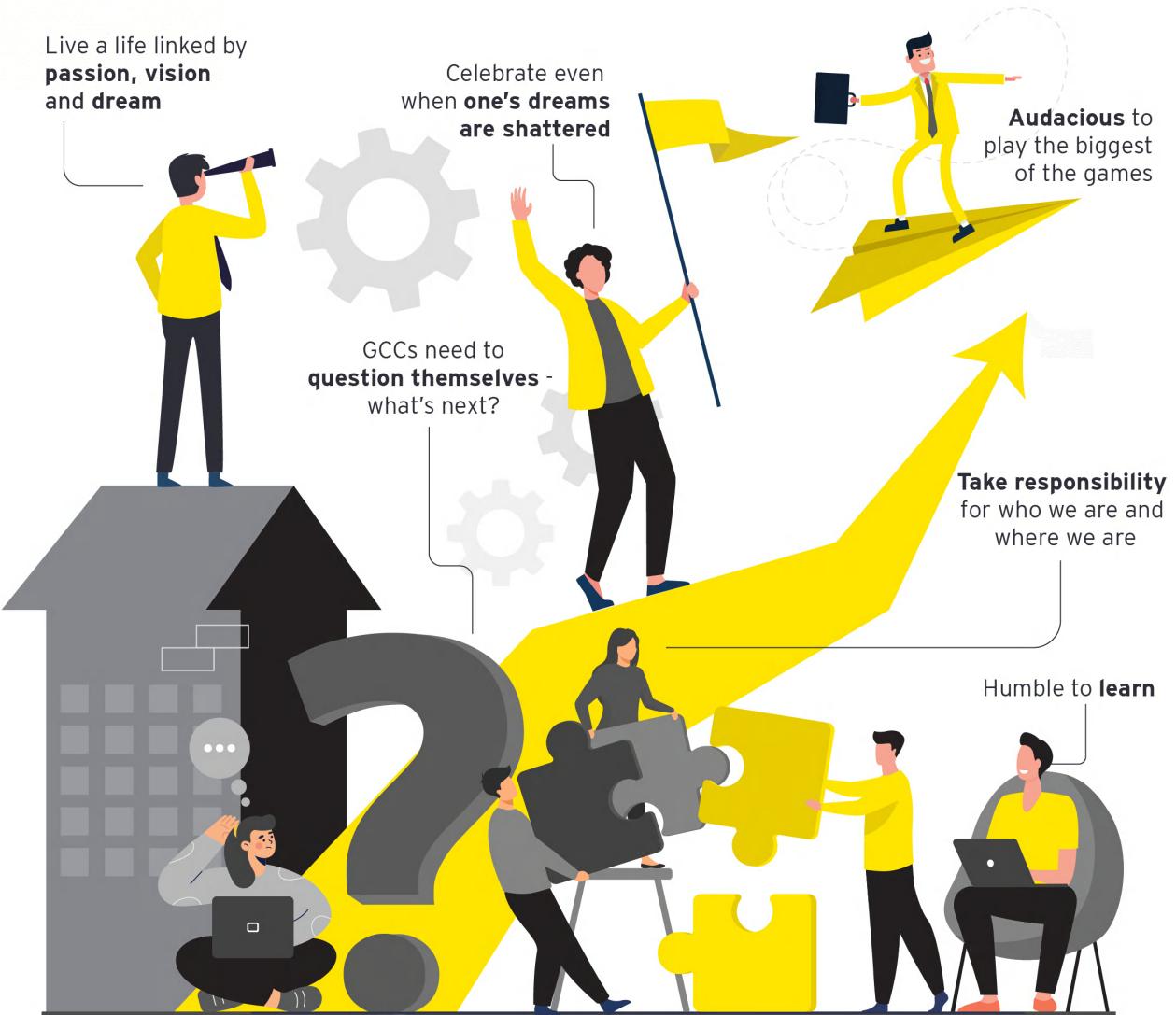
National Award Winning Actor, Cultivating Business Values & Motivational Speaker

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

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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Contact Us



Arindam Sen

Partner, GCC Sector
Lead - Technology, Media
& Entertainment and
Telecommunications, EY India
Email: arindam.sen@in.ey.com



Subir Mehra

Partner, GCC Sector Lead -
Financial Services, EY India
Email: subir.mehra@in.ey.com



Nikhil Kumar

Partner, Business Consulting,
North and East GCC
Leader - Technology, Media
& Entertainment and
Telecommunications, EY India
Email: nikhil1.kumar@in.ey.com



Manoj Marwah

Partner, Business Consulting,
Financial Services, EY India
Email: manoj.marwah@in.ey.com

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