

GCC Conclave²³

Renew | Transform | Realize

Event Summary

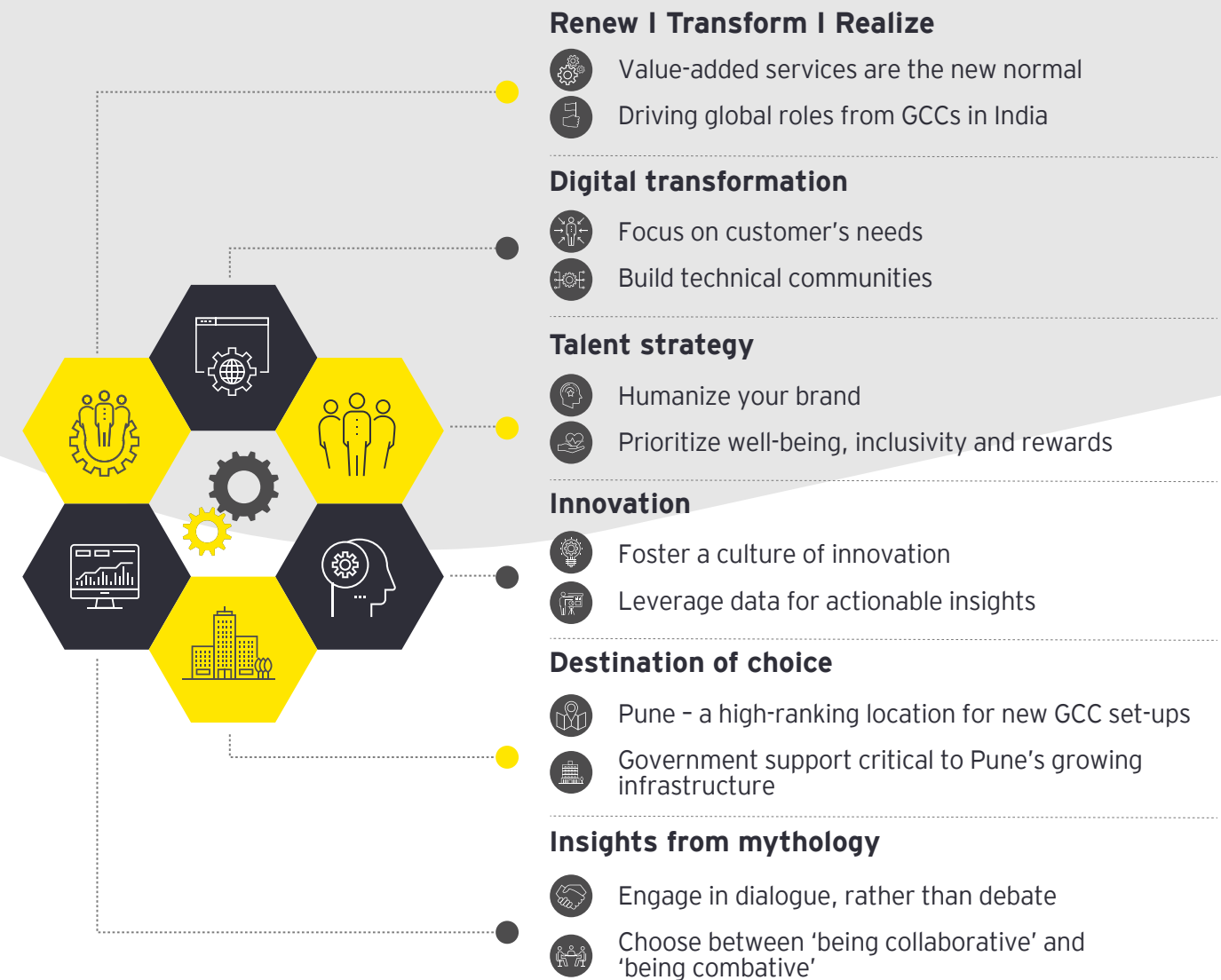
23rd March 2023 | Pune



The Pune edition of the EY GCC Conclave²³, held on 23rd March, brought together Global Capability Center (GCC) leaders under one roof to gain diverse perspectives on the industry trends and the leading practices followed by GCCs in India. The theme for this event was **'Renew | Transform | Realize'**.

With **14** speakers, **130+** participants from **50+** organizations, the event witnessed interesting exchange of views around digital transformation, innovation, talent strategy, Pune as an emerging destination for GCCs, among others.

Summary



Keynote Address



Arindam Sen
Partner and TMT GCC
Sector Leader,
EY India



Pratik Shah
Partner and Leader,
Financial Services Consulting,
EY India

Key highlights



Value-added services are the new normal at GCCs



Driving global roles from GCCs in India

Software exports remain a key component of India's service exports, with offshoring services seeing significant growth. GCCs are shifting from being 'back-office' organizations to more integrated, 'one-office' structures, driven by digital talent and changing operating models. GCCs are expanding their services with a focus on innovation and knowledge-based capabilities. This is, however, also leading to increased costs. The focus now is on balancing the higher cost with value delivered, especially in these challenging economic conditions.

India-based global leadership is becoming more prevalent in GCCs, and organizations are looking at GCCs to play an even more integral role than in the past. Having said that, the focus needs to be more on impact rather than the number of people managed or budgets carried. The growth of GCCs is expected to be significant in the coming times, with the need for a conduit of strong leadership to guide the way.

With value-added services taking center stage, the terminology of GCCs, i.e., Global Capability Centers, is also gradually shifting toward 'Global Value Organizations'.

Renew | Transform | Realize



How can GCCs enable businesses to successfully ride the global wave of digitization?



Jamshyd Khajotia
CIO / Head of Wholesale
Technology India,
HSBC



Moderator:
Sudish Panicker
Managing Director & Head,
BNY Mellon India



Sachin Kulkarni
Senior Vice President -
Delivery, Global Services,
Fiserv

Key highlights



Customer's needs is the focus when designing and delivering products and solutions



GCCs are building technical communities

The concept of value co-creation centers is often viewed as being based on shared values. Here, the term "co-creation" is used because entities work together and not in isolation. Today, India has Centers of Excellence (CoE) in technology and service delivery, which are vital to the growth of GCCs. The word "global" is significant in this context because everything today is interconnected on a global scale.

GCCs are designing, executing, implementing, and supporting products keeping in mind the customer's requirements and journeys. They are investing in high-performance engineering like digital garages and exploring proof of concepts for new markets, leveraging emerging technologies.

With the help of the external ecosystem, they are also building technical communities to drive innovation and growth. For best results, it is critical to provide people the license to operate and the power to execute. By reducing bureaucratic overhead and providing guardrails within which they can operate, organizations can enable self-forming communities of practice, through which they can collaborate and deliver results.

Digital transformation



How will putting humans@center transform your outcomes?



Arun Krishnamurthy
MD & Head - HR India,
Barclays



Ashish Kapoor
Director HR - India,
Eaton



Sanjana Chalke
Head HR,
UKSC (UltraTech Cement)



Moderator:
Alpana Dutta
Partner, People Advisory Services,
EY India

Key highlights



Humanize your brand, establish clear KPIs for job roles



Prioritize well-being, inclusivity and rewards to create a differentiated brand

To effectively promote a culture of responsibility and sustainability, leaders need to be fully engaged and at the same time, empower their team members to take ownership of their roles. Offering a customized employee experience is critical in today's time. This involves defining an Employee Value Proposition (EVP) that resonates with the type of talent a company wants to attract.

To improve brand image, it is important to humanize your brand and establish clear KPIs for job roles. Organizations can personalize benefits for different employee segments in the wide and diverse demographic. In today's era, having a digital mindset is key to develop the right transformation strategy, set new processes, and drive key milestones & change management.

It is necessary to keep up with HR trends and remain agile in implementing strategies. Create a community where employees can share their experiences and ideas. Leaders should regularly review and analyze the feedback to improve policies and processes. Ultimately, the collective experience and insights from employees will be critical in influencing decision-making within the organization.

Prioritizing well-being, inclusivity and rewards can help create an authentic, compelling, and differentiated brand. The key is to find the intersection of all three and define it for your organization.

Talent strategy



How do GCCs reshape today to reinvent their tomorrow?



Arvind Ramamoorthy
SVP, Payments
Technology Head,
Mastercard



Rashmi Kumat
Head - Pune
Technology Center,
SLB



Vijayata Nath
Leader - Global Services
and Analytics,
Cummins



Moderator:
Manish Madan
Director, Business Consulting,
EY India

Key highlights



Organizations are fostering a culture of innovation



Leveraging data can help generate actionable insights

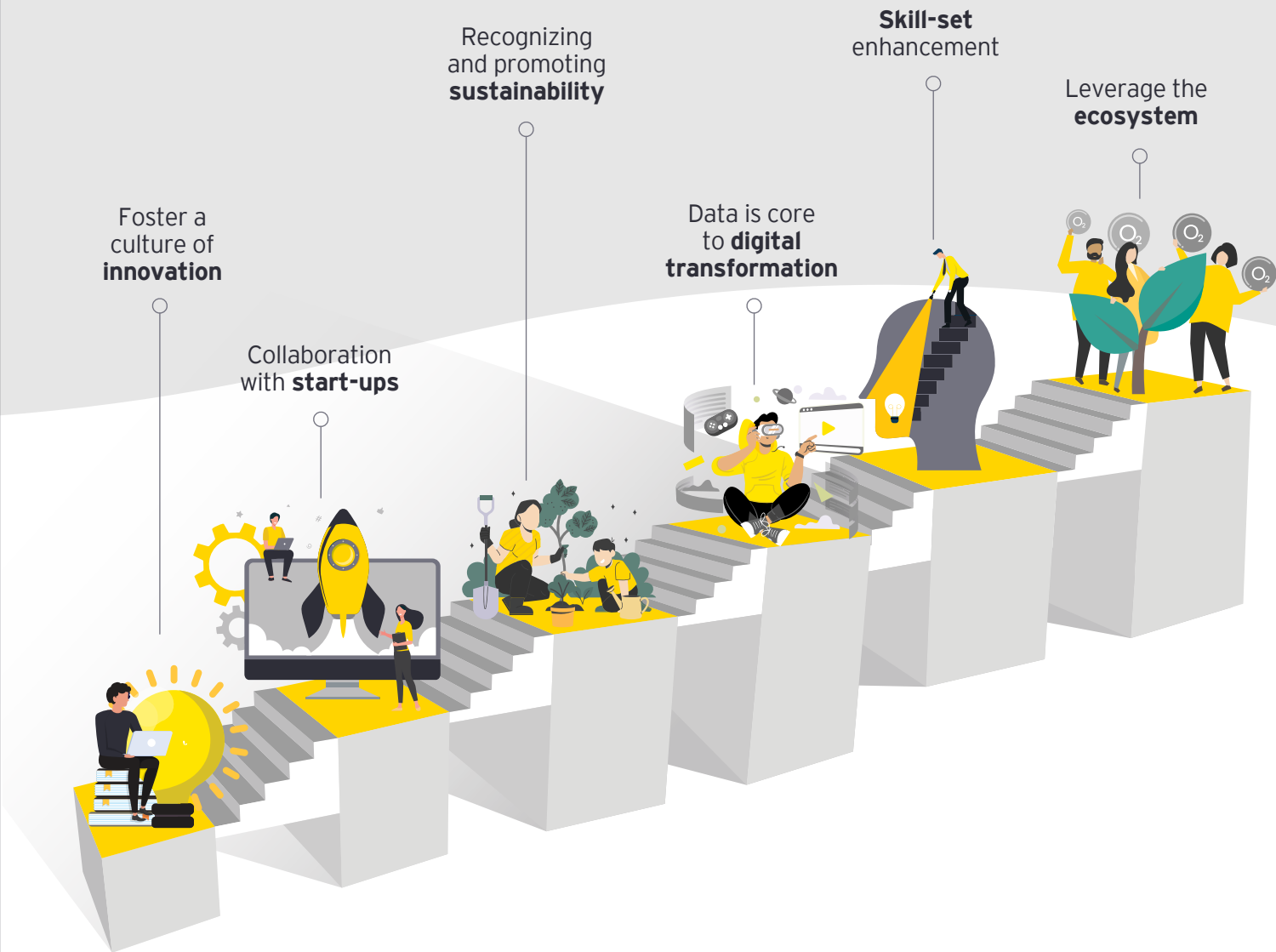
Global technology companies today are focusing on technology, innovation, product development, open sourcing, outsourcing, and much more. Organizations are running global engagement programs, collaborating with start-ups, and fostering a culture of innovation. While start-ups benefit from the market exposure, use cases, investments, and the data that are offered by organizations, GCCs get technology with due diligence, accelerated innovation and tech-driven talent.

GCCs have started to promote sustainability and recognize sustainability as a key business driver rather than just a CSR activity. At the same time, R&D teams have been working on large

deployments to build a foundation for digital transformation with a focus on data. They are using technology to provide clean and sustainable solutions to industries while harnessing the power of data to predict and prevent failures along with improving products.

GCCs now believe in a more proactive approach while improving their value proposition for customers through skill-set enhancement. They are leveraging their ecosystem by building, buying, and borrowing resources and talent.

Innovation



How is Pune emerging as a destination of choice for global organizations?



Nitish Bhasin
Chief Sales Officer,
Table Space



Anil Ethanur
Co-Founder,
Xpheno



Moderator:
Chetan Rajput
Tax Partner,
EY India



Sanjay Bajaj
MD, Logistics &
Industrial, India | MD,
Pune JLL



Nitin Deshpande
President, Evolent Health International &
Executive Committee member, Software
Exporters Association, Pune (SEAP)

Key highlights



Pune has emerged as a preferred location to set up a GCC



Government's continued support is critical to develop Pune's growing infrastructure

Pune has emerged as a preferred location to set up a GCC. The city has a diverse talent pool, growing infrastructure, Special Economic Zones (SEZs) and the cost of living is lesser than Bengaluru (known as the GCC hub) while still offering a range of opportunities. The city has many successful GCC stories across different sectors. Moreover, they are also supported by a strong developer community.

In terms of the return-to-office employee-friendly culture, Pune seems to be keeping up with the trend of hybrid work culture and has a huge inflow

of talent. The hub-and-spoke model, which involves setting up smaller offices, seems to be the current trend in the city. However, the government's support, especially in areas such as metro transport, last-mile connectivity and airport connectivity, is crucial. More infrastructure friendly policies by the government would go a long way for Pune's overall growth and expansion.

Pune is progressing rapidly and has the potential to be an ideal location for setting up GCCs.

Destination of choice



How can insights from mythology prepare you for success in the boardroom?



Devdutt Pattanaik
Author | Mythologist | Belief,
Leadership & Culture
Consultant

Key highlights



Rather than debating, engage in dialogue



Choose between 'being collaborative and 'being combative'

The relevance of mythology in business stems from the Greek word 'ethos', which means the study of stories. The original meaning of mythology was a simple study of stories. Over time, however, the word began to develop negative connotations, being associated with something irrational and unscientific. In India, the negative connotations of the word "myth" are particularly pronounced due to the similarity in sound to certain Sanskrit words.

To understand mythology, we must learn to distinguish between fact and fiction. While everyone's truth is a fact and facts change with time and data, but in the true sense, measurement and evidence create facts. Beliefs and truths are also changing and expanding, creating an

ecosystem of combat where people argue over whose truth is right. Rather than debating, people should engage in dialogue to expand their truth and understanding. People must choose between being collaborative or combative in their systems.

The language used in business is often violent, with phrases such as "war room strategy" and "crush the competition" being common. Businesses should shift their focus from targets, tasks, talent and tracking to belief, behavior and business. The stress and depression that people in the business world experience can be alleviated by recognizing the value of providing goods and services and creating opportunity for others.

Insights from mythology



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seats



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Contact Us



Arindam Sen

Partner and TMT GCC
Sector Leader,
EY India
Email: arindam.sen@in.ey.com



Subir Mehra

Partner and FS GCC
Sector Leader,
EY India
Email: subir.mehra@in.ey.com



Kunal Ghatak

Partner,
Business Consulting,
EY India
Email: kunal.ghatak@in.ey.com



Manoj Marwah

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

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