

# GCC Conclave<sup>24</sup>

Envision | Explore | Elevate

## Event Summary

9<sup>th</sup> February 2024 | New Delhi



The Delhi edition of the EY GCC Conclave <sup>24</sup>, held on 9 February at the ITC Maurya, New Delhi, brought together Global Capability Center (GCC) leaders to gain diverse perspectives on industry trends and leading practices.

The theme for this event was **Envision | Explore | Elevate**. With **15** speakers, **140+** clients from more than **45** organizations, the event witnessed an interesting exchange of views on topics including Generative AI, change management, ESG, core business functions, among others.



# Introduction: Envision | Explore | Elevate



**Arindam Sen**  
Partner, GCC Sector Lead -  
Technology, Media & Entertainment  
and Telecommunications, EY India

## Key highlights



GCCs are transitioning towards value-driven models, prioritizing talent and business strategy.



Integration of Artificial Intelligence is emerging as a critical component in GCC operations.

The transformation of Global Capability Centers (GCCs) from a cost-driven to a value-driven model, with a focus on talent and business strategy, proves that these are interesting times for GCCs. Over the past year, there has been significant growth in GCCs as they transition from back-office functions to front-office setups, with diverse portfolios including customer service, marketing, and legal services. There is an emphasis on creating global leadership within these centers, with teams operating not only locally but globally.

Additionally, the rise of Artificial Intelligence (AI) has become a dominant force in GCC operations, marking a remarkable change from previous years. As per a recent EY

report, Generative AI will potentially add a cumulative US\$1.2 - 1.5 trillion to India's GDP by FY2029-30, and 75% of C-suite survey respondents express a low to moderate level of readiness to harness the benefits. There is a steady rise in the number of conversations that people are having and actual execution of AI strategies as opposed to just being on paper. This year, it is expected that there will be an even more significant jump in the number of use cases as far as adoption is concerned.

## Front-office setups

## Artificial Intelligence

## Value-driven models

## Generative AI



# Transformative frontiers: Unleashing GenAI potential in GCCs



**Arun Sethi**  
VP Enterprise Intelligent  
Automation, AI and  
Transformation, Ameriprise



**Dipak Chopra**  
Global Head of Process  
Excellence, Fidelity



**Mohit Bhatia**  
SVP & Head,  
Maersk Global  
Service Centres



**Rajeev Mall**  
Vice President, Global  
Business Services,  
Mondelēz International



**Vijay Shankar**  
Partner, Business  
Consulting, EY India

## Key highlights



Embrace a balanced approach to technology integration and invest in future technologies.



Foster collaboration among global teams and encourage a test-and-learn approach.

There are contrasting views about the potential impact of advanced technology, particularly GenAI, on the future of GCCs. While some believe that as the Gen AI technology matures, many of the processes/ functions at GCCs might become redundant as automation takes over, while the other viewpoint suggests that advanced technology will only expand the scope and capabilities of GCCs. However, even with the technology's vast potential, organizations should acknowledge the continued need for human involvement and the importance of investing in future technologies while embracing them as allies rather than threats.

The emphasis should be on agility, with a shift towards more intelligent use of technology.

Automation can neutralize biases and improve efficiency, but it is crucial to maintain a balance between human and digital capabilities, with a suggested ratio of 60% people to 40% digital tech. Leaders should encourage a test-and-learn approach, quickly adapting based on successes and failures, and foster collaboration among global teams to streamline efforts and share best practices. Additionally, a focus on use cases tailored to individual organizational needs is critical for success in leveraging advanced technologies.

Moreover, to effectively implement technology initiatives, organizations should involve key stakeholders, including technology experts and GCCs. Use cases such as automating customer experience processes are being explored to enhance efficiency and reduce manual effort. However, addressing challenges such as data quality, privacy regulations, and the high cost of technology implementation is essential for success.



Balanced approach to technology integration

Test-and-learn approach



# Talent-first: Cultivating change and fostering growth @GCCs



**Dimple Kaloya**  
Head of HR GSC India & Global Functions GSC HTC, HSBC Global Service, Operations and Technology Centers



**Kapil Khaneja**  
Director of GBS India and Chair of India Management Group, BT



**Mark Munsel**  
General Manager - Business Improvement Automation and Data Analytics, Rio Tinto



**Suzanne Carolan**  
Global Head People Services Delivery, Clifford Chance



**Neha Sharma**  
Partner, People Consulting, EY India

## Key highlights



GCCs should emphasize reskilling and upskilling of talent to meet evolving job demands.



Portfolio expansion of GCCs necessitates a balance between internal talent development and external hiring.

The GCCs are now sought after for the talent and value they offer. One crucial aspect of talent strategy for GCCs is reskilling and upskilling the workforce to adapt to evolving job demands. It is becoming essential to prepare employees for future roles, particularly in fields like analytics and digital technology where current solutions might be insufficient.

Moreover, with portfolio expansion, GCCs are providing diverse services, from traditional shared services to newer domains like marketing, procurement, and analytics. Thus, it is important to balance internal talent development with external hiring, especially for specialized roles. Organizations are addressing such challenges by aligning operations with their global strategy and emphasizing commercial discipline, operational excellence, and talent.

The need is to understand the specific skills required within an organization and create tailored programs to develop new skills. This involves forecasting future skills needs and implementing strategies such as building skills internally, partnering with external organizations like academic institutions or industry partners, and fostering a culture of continuous improvement. Also, there is a shift towards prioritizing technical skills while also addressing baseline skills due to automation and changing job roles. Continuous learning and on-the-job training are necessary over traditional classroom-based approaches to education. Organizations need to adapt their learning and development strategies to align with evolving business frameworks and skill requirements.



Forecasting future skills

Tailored programs to develop new skills.



Continuous learning and on-the-job training



# Sustainability catalysts: GCCs driving the ESG agenda



**Gideon D'silva**  
Digital & Technology - Global  
Impact Lead - ESG, General  
Mills



**Gurpreet Singh**  
General Manager - HSES  
Information Services, Rio  
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**Rakesh Singh**  
Director Global Marketing,  
Sustainable Technology  
Solutions, KBR



**Chaitanya Kalia**  
Partner and National Leader,  
Climate Change and Sustainability  
Services, EY India

## Key highlights



ESG principles are now integrated into business operations, requiring collaboration between business, data, and technology teams.



Transitioning from data to actionable insights and exploring advanced technologies are essential for effective ESG reporting and decision-making.

With sustainability emerging as a global priority, Environmental, Social, Governance (ESG) principles are now being integrated into business operations rather than treated as a separate entity. Collaboration between business, data, and technology teams is crucial for addressing ESG challenges through agile methodologies. Moreover, there is a need for a broader understanding of ESG beyond carbon emissions, underscoring the relevance of talent acquisition. Transitioning from data to actionable insights is essential for driving effective operational decisions, alongside exploring advanced technologies like AI and machine learning to enhance ESG reporting.

One company faced challenges operating within a large, diverse setup. The leadership, therefore, adopted the CIA approach (Connected, Innovative, Agile), which facilitated progress and expanded reporting to include sustainability and technology aspects over the past decade. Similarly, recognizing the increasing importance of global ESG regulations, organizations must internally adapt to meet these requirements. Additionally, understanding industry trends and customer demands for sustainable products is crucial. The focus should be on leveraging data to promote awareness, ensure regulatory compliance, meet customer expectations, and enhance organizational sustainability.



Collaboration between business, data, and technology teams.



CIA approach  
(Connected,  
Innovative,  
Agile)

Transitioning from  
data to actionable  
insights

# Being core to business: Focus on business functions



**John Dawber**  
Corporate Vice President and  
Managing Director, Novo Nordisk  
Global Business Services



**Praveen Kumar**  
CEO, Barclays Global  
Service Centre India



**Surojeet Roy**  
Head of Technology Strategy,  
Mobile Networks Technology &  
Solutions CoE, Nokia



**Ashish Khoka**  
VP and Business Leader - Commercial  
Servicing & Global Cross-border  
Payments Servicing, American Express

## Key highlights



GCCs are demonstrating effectiveness in managing global customers, products, and business functions.



Pandemic highlighted the importance of talent over location, with renewed focus on global functional accountability.

In the post-pandemic era, there has been a notable increase in interest and attractiveness of the GCC construct among global organizations. However, when considering the decision to establish a Global Technology Center (GTC) in locations like India, it is necessary to understand the evolving factors driving such decisions. While in the past, the primary focus may have been on cost and arbitrage, today and in the future, organizations are placing more emphasis on factors such as technology, skills, talent, and leadership. Additionally, the ability of GCCs to effectively manage global customers, products, and business functions is becoming increasingly evident.

For several organizations, the pandemic has further accelerated this change as talent gained importance over location with renewed emphasis on global and functional accountability. There has been a transition towards driving optimization and origination of new ways of working, fostering a mindset shift and genuine transformation in some areas from India.

There are many success stories in this space. An organization evolved from being a conventional corporate center that primarily focused on finance and IT, to a GCC with nearly 4,000 employees spanning 14 diverse verticals. The company decided to expand operations in India because of the high quality of work produced, the limited talent pool in its native country, and the company's strategic imperative to diversify its business beyond its core focus.



Renewed focus on  
global functional  
accountability

Origination of new  
ways of working



Transition towards  
driving optimization

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EYIN23XX-XXXX  
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