NASSCOM GCC Awards 2023

March 3, 2023

Awards Process - Guidebook

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Contents

Section 02 | Guidelines

The **NASSCOM GCC Awards 2023** will recognize and celebrate stellar performances in GCC organizations that have demonstrated excellence and emerged as role models.

To nominate your GCC for an award, please note the following key considerations:

- The award is open to all GCC entities registered in India (both members and nonmembers of NASSCOM)

- NASSCOM does not charge fees for participation in this initiative

List of award categories
➢ Innovation with Impact
➢ Excellence in Shaping the Future Value Proposition
➢ Stellar Distributed Work Model for the Future
➢ Leadership in New Capability Specialization
➢ Rising Star

Date of submission: Thursday, April 20, 2023

Verification of submissions – In addition to the information contained within this document, NASSCOM or Everest Group (the Strategic Partner for the event) may reach out to the GCC for additional information to evaluate the application. Kindly note that nominations can only be submitted through the online portal.

Important instructions to keep in mind when developing your submission

We suggest you download an offline copy of the awards process guidebook and capture all the relevant information beforehand to submit the online form at one time. Kindly update the organizational details in the form prior to completing your nomination.

A GCC can submit nominations for any number of award categories in a single session. However, we allow only one submission per award category. If you submit nominations for different awards categories in multiple sessions, please keep the **organization name consistent** for ease of reference during evaluation.

Criteria and instructions for uploading the case study / supporting documents:

- The initiatives should have been implemented after January 2021 (except for the Rising Star category, which includes initiatives implemented since June 2019)

- As part of the nomination process, GCCs are required to address a few questions in the survey form and upload a document. For all award categories **except Rising Star**, the document needs to contain:

  o 2-3 pages that provide an overview of the role the GCC played specific to the award category. For example, for Innovation with Impact, the explanation would include the broader role the GCC played in creating the enabling ecosystem to support the innovation program)
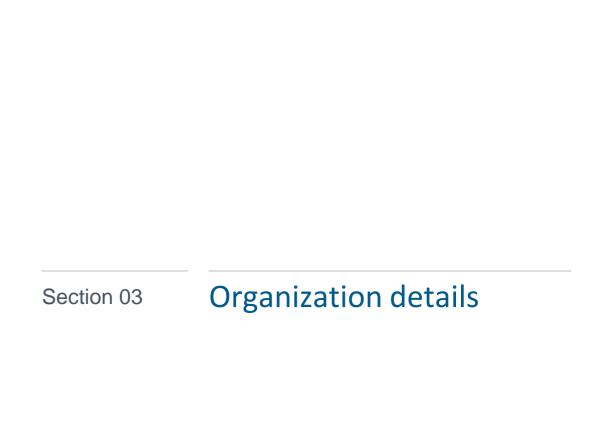
- Case studies showing the GCC's stellar contribution in the award category area. For example, for Innovation with Impact, this case study would include initiatives undertaken in CY 2022 that resulted in impactful contributions for the global firm. Please focus on case studies and initiatives where the GCC has taken a leadership role in conceptualization, design, and execution

- For the Rising Star category, the document should offer an overview of the GCC and examples of its stellar contributions since inception in June 2019

- Note:

  - The document should be in PDF format (either PowerPoint or Word saved as a PDF)

  - Limit the page count (including section dividers) to 15 pages for PowerPoint-based documents and 10 pages for Word-based documents (keeping in mind that they must be converted to pdf.) This includes your **entire submission for the category** and not only your organization details

  - There is no fixed template for the case study

  - Number of pages/slides should not exceed 15 per award category submission. This includes your entire submission for a category

  - Provide relevant metrics wherever possible to assess impact/outcomes

- In addition to the case study, nominees have an option to send other relevant supporting material such as videos, links, testimonials to gccawards23@nasscom.in

- Maximum file size for the document(s) is 25MB

- Please provide information to the maximum level of detail/granularity possible

- In addition to completing the online form/survey, which covers overall organization details, applicants are required to upload **one award submission document per category nominated** with the following guidelines:

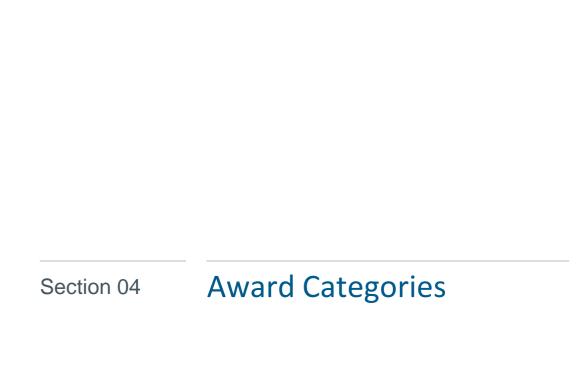 - The submission document must include one detailed case study per category

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Section 03   Organization details

Background details

Please provide the following organization details:

Name of the GCC: _____

Global organization headcount (as of CY 2022): _____

India center(s) headcount (as of CY 2022): _____

Year of GCC inception in India: _____

Key GCC location(s) in India: _____

Key functions served from the GCC: _____

Which of the following best describes your organization's industry?

[ ] Aerospace and defense

[ ] Automotive

[ ] Banking and financial services

[ ] Communications, media, and entertainment

[ ] Consumer goods

[ ] Electronics and hi-tech

[ ] Healthcare providers

[ ] Healthcare payers

[ ] Insurance

[ ] Life sciences

[ ] Manufacturing

[ ] Metals, mining, and other natural resources

[ ] Oil, gas, and energy

[ ] Professional services

[ ] Retail

[ ] Software products

[ ] Internet and cloud related services

[ ] Telecommunications

[ ] Travel and hospitality

[ ] Transportation and logistics

[ ] Utilities

[ ] Other *(please specify)*: _____ *

Main contact details:

Name:

Designation:

Email:

Phone (telephone/mobile):

GCC Head/ CEO details:

Name:

Designation:

Email:

Phone (telephone/mobile):

Please select the award submission category(ies); you can select as many as you would like

[ ] Innovation with Impact

[ ] Excellence in Shaping the Future Value Proposition

[ ] Stellar Distributed Work Model for the Future

[ ] Leadership in New Capability Specialization

[ ] Rising Star

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Award Categories

Innovation with Impact

The award recognizes GCCs that have integrated innovation into their DNA, successfully identified business needs and delivered solutions (including process, technology, and people considerations), leading to sustainable and quantifiable impact (revenue, market share, customer experience, cost optimization, etc.) for the global enterprise with a high degree of ownership and accountability.

Note: The first three questions pertain to your overall innovation journey. The details of the innovation example for nomination are to be uploaded as a case study (question 4).

1. **Please select the themes from the below list that are covered in your case study** *(select all that apply).*

    [ ] Business model innovation - value creation by making changes both to the organization's value proposition for customers and to the underlying operating model
    [ ] Product/service innovation - creation of new products/services
    [ ] Process innovation - incremental optimization of processes to make them efficient, effective, or predictive
    [ ] Technological Innovation (e.g., blockchain, IoT)
    [ ] Others (please enter) _____

2. **Which of the following best describes the commencement of your GCC's innovation journey?**

    ( ) The global organization mandated that the GCC drive innovation
    ( ) The GCC proactively sought buy-in but initiated innovation through a project-based/need-based approach
    ( ) The GCC developed its own innovation-related solutions and showed its capability/POCs to gain buy-in

3. **Please indicate the level of your GCC's ownership across the following stages of the innovation lifecycle**

	1 Limited ownership	2	3	4	5	6	7 End-to-end ownership
Idea generation	( )	( )	( )	( )	( )	( )	( )
Concept testing	( )	( )	( )	( )	( )	( )	( )
Detailed design	( )	( )	( )	( )	( )	( )	( )
Development/implementation	( )	( )	( )	( )	( )	( )	( )
Commercialization	( )	( )	( )	( )	( )	( )	( )
Feedback and validation	( )	( )	( )	( )	( )	( )	( )

4. **In addition, please share any existing supporting collateral/material in the form of a case study. Please add a summary note at the start of each case study (300 words or less). The success story needs to demonstrate the following aspects:**
    *   **Section 1: Overview** (3-5 slides): The innovation journey so far and future roadmap

- o Global leadership the GCC demonstrated in developing innovative products and solutions
- o Notable best practices and organizational model design adopted (covering areas such as funding, dedicated innovation CoE, changes to talent model, etc.) to build and scale up a culture of innovation across the enterprise
- o Measurable success derived through collaboration with external ecosystem

- **Section 2: Nominated case study** (6-10 slides): 1-2 successful innovation initiatives the India GCC led in CY 2022 Highlight the following dimensions in the case study:
  - o Business impact achieved through contributions made to product/process innovations, top-line/bottom-line, customer experience enhancement, reduction in processes/time/resources, social impact etc.
  - o Instances of leveraging next-generation technologies such as IoT, AI/ ML, Blockchain etc.
  - o Role of GCC across these stages of innovation (e.g., limited ownership, end-to-end ownership)
    - Idea generation
    - Concept testing
    - Detailed design
    - Development/implementation
    - Commercialization
    - Feedback and validation
  - o Wherever relevant, indicate tangible metrics such as
    - ROI on innovation spend
    - % improvement in areas such as SLA compliance, staff productivity, efficiency, effectiveness, intellectual property creation (e.g., patents or trademarks) etc.
    - Feedback from customers and global leaders
    - % of GCC's innovation ideas/initiatives have been incorporated into the global enterprise's business operations
    - % of company capital invested in innovation activities

Further, nominees have an option to send other relevant supporting material (e.g., videos, links, testimonials) at gccawards23@nasscom.in.

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Excellence in Shaping the Future Value Proposition

The award recognizes GCCs that have demonstrated ownership and accountability in driving strategic initiatives beyond business as usual and are playing a critical role in shaping and delivering value for the future. It focuses on stellar contributions in building capabilities for the future (such as CoEs) and driving key partnerships/collaborations to solve industry challenges and support the ecosystem and community/society

Note: The first three questions pertain to your overall GCC journey. The details of the future value proposition example for nomination are to be uploaded as a case study (question 4).

1. **Please select the themes (role of GCC) from the below list that are covered in your case study** *(select all that apply).*

    [ ] Driving new product/service development and deployment
    [ ] Expanding coverage of services and products
    [ ] Driving process improvements across the enterprise
    [ ] Driving capability ownership (beyond delivery) by setting up CoEs
    [ ] Driving digital transformation efforts across the enterprise
    [ ] Driving IT modernization efforts (e.g., cloud migration, IoT)
    [ ] Enhancing enterprise business continuity
    [ ] Enhancing end-customer experiences
    [ ] Improving global talent management initiatives for enterprise (e.g., skilling)
    [ ] Improving top-line growth
    [ ] Governing and optimizing vendors
    [ ] Fostering collaborations with external ecosystems (e.g., start-ups, academia)
    [ ] Others (please enter) _____

2. **Which of the following statements best describes your GCC's value-add focus for the global enterprise?**

    [ ] Effective transition of processes from global enterprise to the GCC
    [ ] Delivering predictable and high-quality delivery, process efficiency, and capacity augmentation
    [ ] Transformational process improvements, building high-skill capabilities, vendor management, enhanced customer experience, and products for emerging/ local markets
    [ ] Innovation, developing new products/ services, digital transformation, revenue streams that are significant contributors to enterprise top-line and global leadership in select delivery areas for the enterprise

3. **Please indicate the level of ownership residing within your GCC.**

	Limited/no instances (e.g., <10% of functions	Select instances (e.g., 10-50% of functions	Multiple instances (e.g., >50% of functions

	supported by the GCC)	supported by the GCC)	supported by the GCC)
Delivery ownership (GCC organization predominantly owns the process/project delivery)	( )	( )	( )
Capability ownership (GCC organization owns one or more critical capabilities beyond delivery; for instance, capabilities to change process standards)	( )	( )	( )
Global process/technology owner based in the GCC organization	( )	( )	( )
Global business unit owner (e.g., CIO/COO of a business unit) based in the GCC organization	( )	( )	( )

4. **In addition, please share any existing supporting collateral/material in the form of a case study. Please add a summary note at the start of each case study (300 words or less). The success story needs to demonstrate the following aspects:**
   - **Section 1: Overview** (3-5 slides): Evolution of the GCC over the years as a value-add partner / strategic entity for the global enterprise. Highlight aspects such as
     - Global capability leadership across technology, operations, innovation residing within the India GCC
     - Highlight operating model changes, if any, undertaken by the GCC in past 1 year to enable transformation efforts, cross-functional collaboration
     - Role of GCC (e.g., only execution support vs. responsibility beyond delivery, i.e., influencing investments in new capabilities, vs. leadership role for the enterprise in ideation, design & implementation of major initiatives) in driving initiatives such as
       - Process improvement efforts
       - New product/service development
       - IT Legacy modernization
       - Adoption of digital technologies in GCC
       - Enabling organization-wide digital transformation
       - External ecosystem collaboration (start-ups, academia, vendors)
     - Outcomes achieved through value-driven initiatives (*including but not limited to*):
       - Cost savings achieved (beyond arbitrage, via process improvements)
       - New COEs established within your GCC
       - New business global process/technology owners residing within the GCC
     - Future priorities for the GCC

   - **Section 2: Nominated case study (6-10 slides):** Showcase 1-2 successful global value-add initiatives (beyond typical services delivered) in CY2022 led by the India GCC in the form of a case study, highlighting the following dimensions. Level of ownership in driving these major mandates / strategic initiatives
     - Role the GCC played across various stages of these strategic initiatives
       - Inception
       - Solution design
       - Execution – launch, scaling up across the enterprise
       - Ongoing monitoring

- o Measurable impact created on business and/or end-customers by the GCC (e.g., role in demand creation, contributing to the top line, expanding business coverage, new products/services, delivering enhanced end-customer experience)
- o Role of GCC in managing broader services portfolio as part of these strategic initiatives (e.g., managing delivery from other non-India GCCs)
- o Notable approaches and practices adopted in areas such as technology adoption, process improvements, collaboration with external ecosystem (start-ups, technology vendors), talent model (e.g., collaborations with start-ups to leverage niche skills), productivity management – highlight instances of how these GCC-led initiatives are adopted and leveraged across the global enterprise

Further, nominees have an option to send other relevant supporting material (e.g., videos, links, testimonials) at gccawards23@nasscom.in.

Stellar Distributed Work Model for the Future

This award recognizes GCCs that have successfully demonstrated a distributed, yet well integrated and borderless, services delivery model. The award celebrates practices developed to build highly engaged and inclusive teams, identify and support talent needs, create a learning environment for future skills, foster organizational culture, and deliver impact through high performance, while delivering seamless experience for all employees

Note: the first five questions pertain to your overall GCC journey. The details of the case example for nomination are to be uploaded as a case study (question 6).

1. **Please select the themes from the below list that are covered in your case study** *(select all that apply).*

   [ ] Effective collaboration across globally distributed models
   [ ] Strong global leadership driving impact with teams across locations
   [ ] Cultural alignment and alignment to organizational vision and team priority across distributed and hybrid teams
   [ ] Innovative team engagement methods
   [ ] Strong learning models in hybrid environment
   [ ] Strong new employee/team member onboarding and induction process
   [ ] Inclusive-focused distributed/hybrid teams
   [ ] Others (please enter) _____

2. **What has your GCC's role and contribution been in developing and launching some of these initiatives for the entire enterprise?**

   Rate on a scale of 1 (no/limited involvement) to 7 (significant involvement)

	1	2	3	4	5	6	7
Developing effective collaboration models for teams to work in distributed/hybrid models	( )	( )	( )	( )	( )	( )	( )
Employee engagement, inclusivity, and learning models for hybrid and distributed models	( )	( )	( )	( )	( )	( )	( )
Providing global leadership and management roles	( )	( )	( )	( )	( )	( )	( )

3. **To what extent does your GCC use the following approaches in workforce for future?**

   Rate on a scale of 1 (no/limited usage) to 7 (high level of adoption)

	1	2	3	4	5	6	7
Programmatic approach to identify critical skills and talent demand for the future and develop programs for hybrid model	( )	( )	( )	( )	( )	( )	( )
Periodic assessment of the workforce to identify gaps in collaboration levels and inclusivity and develop solutions	( )	( )	( )	( )	( )	( )	( )

Creation of workforce-development programs targeted to develop identified critical skills, enhance employer branding and culture in hybrid and distributed	( )	( )	( )	( )	( )	( )	( )
Internal mobility of talent and roles across teams across locations and geographies	( )	( )	( )	( )	( )	( )	( )
Creating flexible talent models (e.g., contingent workforce, work-at-home models, use of contractors)	( )	( )	( )	( )	( )	( )	( )

4. **Which of the following statements best describes the current Learning & Development approach within your GCC?**

[ ] Primarily centrally designed program pushed through classroom and other organized training programs
[ ] Largely centrally designed program with some on-demand training
[ ] Primarily on-demand learning allowing employees to choose the theme, mode, and timings of training
[ ] Mix of both centrally designed and on-demand training programs
[ ] Largely on-demand learning

5. **Which of the following best describes the role the GCC played in designing and driving the globally distributed working model?**

[ ] Limited/no role
[ ] Ad-hoc/limited global leadership and role in defining, based on presence of some senior leaders in the GCC
[ ] The GCC serves as an execution partner for enterprise-wide initiatives – limited to GCC employees
[ ] GCC teams set up models that are appreciated and picked up by the rest of the organization
[ ] GCCs have many global and senior leaders who run teams globally and set models across locations and geographies

6. **In addition, please share any existing supporting collateral/material in the form of a case study. Please add a summary note at the start of each case study (300 words or less). The success story needs to demonstrate the following aspects:**
   - **Section 1: Overview** (3-5 slides): Highlight the distributed work journey taken by the GCC and the organization:
     - Role the GCC played in supporting talent initiatives for other GCCs (beyond India) and the global enterprise (e.g., providing access and flexibility to enterprise to hire niche skills, running global programs)
     - Steps taken by your GCC to create a culture which embraces diversity and inclusion in distributed model; highlight aspects such as number of women leaders groomed internally, share of women in leadership, etc.
     - Initiatives undertaken for driving adoption of technology as part of talent initiatives (e.g., for talent acquisition)
   - **Section 2: Nominated case study** (6-10 slides): Show, in the form of a case study, 1-2 successful initiatives that demonstrate the India GCC is playing a critical role in defining the

distributed operating model across locations and geographies and developing talent practices for future-ready talent

Further, nominees have an option to send other relevant supporting material (e.g., videos, links, testimonials) at gccawards23@nasscom.in.

Leadership in New Capability Specialization

The award recognizes GCCs that have built and expanded capabilities in non-traditional areas such as vendor governance, change management, transformation, or enterprise ESG with scope extending beyond mature functions such as finance, HR, or industry-specific processes. The award celebrates GCCs that have shown a high degree of ownership, influence, and accountability in driving the enterprise mandate.

Note: The first three questions pertain to your overall GCC-led new capability development journey. The details of the case example for nomination are to be uploaded as a case study (question 4).

1. **Please select the new capability specializations that are covered as part of your case study.** *(select all that apply).*

   [ ] Vendor management
   [ ] Change management
   [ ] Customer experience / UX management
   [ ] Transformation & transition management
   [ ] Business relationship management
   [ ] New functional areas such as sales/marketing, legal, etc.
   [ ] Enterprise-wide ESG initiatives (e.g., carbon neutrality, sustainable development goals)
   [ ] Enterprise-wide impact to community (e.g., impact hiring, employee wellness)
   [ ] Enterprise-wide governance initiatives (e.g., risk management, independent assurance)
   [ ] Others (please enter) _____

2. **To what is the GCC network leveraging the benefits of the new capability specialization(s) that your GCC owns?**

   [ ] Primarily limited to India GCCs only
   [ ] The GCC manages initiatives at a regional level (APAC)
   [ ] The GCC manages initiatives across the entire GCC network (global GCC network)
   [ ] The GCC manages initiatives across the global enterprise

3. **Please indicate the scale (in number of FTEs) and penetration for the new capability specializations.** (provide data for CY 2022)

Program	Scale (# FTEs)	Penetration* (%)	Global Leadership Presence (Yes/No)
Vendor management	#	%	Yes/No
Change management	#	%	Yes/No
Customer experience / UX management	#	%	Yes/No
Transformation & transition management	#	%	Yes/No
Business relationship management	#	%	Yes/No
New functional areas (legal, sales/marketing, etc.)	#	%	Yes/No

Environmental, Social, and Governance (ESG)	#	%	Yes/No
Any other (please enter)			

*Refers to global headcount (belonging to the program) residing in India GCC

4. **In addition, please share any existing supporting collateral/material in the form of a case study. The success story needs to demonstrate the following aspects:**
   - **Section 1: Overview** (3-5 slides)**:** Highlight role the GCC played in leading new capability specialization covering aspects such as
     - o Extent of leverage provided to peer GCCs / the enterprise via new capabilities
     - o Overall efficiencies gained from new initiatives (occurring from carbon neutrality, digital transformations, vendor management, etc.)
     - o Extent of accountability in owning and driving the new capability success across business units and cross-borders
     - o Enabling a network of new capability champions to drive success across the enterprise
     - o Wherever relevant, indicate tangible metrics such as
       - ▪ Customer-centric applications developed
       - ▪ Vendor spend managed/global vendors handled by GCCs
       - ▪ Number of enterprise-wide sustainability initiatives supported by GCCs
   - **Section 2: Nominated case study** (6-10 slides)**:** Include 1-2 case studies highlighting the framework for ideating, developing, and sustaining the new business capabilities within the GCC. Please add a summary note at the start of each case study (300 words or less). Highlight aspects, where available, such as
     - o Business impact achieved, e.g., lower costs, increased recognition on national/global platforms, business impact through process efficiencies
     - o Role the GCC played in enabling technology, vendor, and other market partnerships, which has led to business success
     - o Future outlook/roadmap for expanding on the newly built specializations across the enterprise

Further, nominees have an option to send other relevant supporting material (e.g., videos, links, testimonials) at gccawards23@nasscom.in.

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Rising Star

The award recognizes **early stage GCCs** (those that set up operations after June 2019) that have established themselves as great sources of talent and innovation for their global enterprises by delivering significant business impact in their short tenures. The award focuses on accelerated value delivered for the global enterprise, the role of the GCC in impacting customer journeys, strong integration with the global enterprise, efforts the GCC has undertaken to improve brand presence and the employee value proposition, managing third-party relationships, etc.

Note: the first three questions pertain to the accelerated value your GCC has delivered. The details of the case example for nomination are to be uploaded as a case study (question 4).

1. **Please select the themes from the list below that are covered in your case study** *(select all that apply).*

    [ ] Delivering value beyond cost arbitrage (in the form of operational improvement, revenue, or customer experience enhancement)
    [ ] Driving enterprise innovation and transformation agenda
    [ ] Supporting product development initiatives (ideation to concept design to deployment to ongoing support)
    [ ] Driving the vendor governance program for the enterprise and overseeing third-party relations
    [ ] Managing the global talent management program (skilling programs, L&D initiatives, onboarding experience, branding initiatives, etc.)
    [ ] Supporting the enterprise sustainability mandate
    [ ] Others (please enter) _____

2. **Please indicate the level of your GCC's global ownership across the following stages for each area.**

	1 Limited ownership	2	3	4	5	6	7 End-to-end ownership
Innovation and transformation	( )	( )	( )	( )	( )	( )	( )
Product development – ideation/conceptualization	( )	( )	( )	( )	( )	( )	( )
Vendor governance program	( )	( )	( )	( )	( )	( )	( )
Talent skilling and L&D program	( )	( )	( )	( )	( )	( )	( )
Enterprise sustainability strategy	( )	( )	( )	( )	( )	( )	( )
Core business operations support beyond mature functions	( )	( )	( )	( )	( )	( )	( )

3. **Indicate the drivers enabling your GCC to deliver significant business value to the global enterprise/BUs.**

[ ] Positioning the India GCC as a hub for high-quality talent / niche skills
[ ] Structuring teams/departments vertically for seamless collaboration
[ ] Creating global leadership roles across specialized areas to drive confidence
[ ] Conducting R&D on niche/next-gen technologies
[ ] Accelerating time to market
[ ] Expanding into new geographies / global market access
[ ] Upskilling/reskilling FTEs to advanced, complex roles
[ ] Other (please specify):_____ *

4. **In addition, please share any existing supporting collateral/material in the form of a case study. The success story needs to demonstrate the following aspects:**
   - **Section 1: Overview** (3-5 slides)**:** Highlight role the GCC played in raising the bar for early-stage GCCs, covering aspects such as
     o Overall journey in scaling operations and offshoring core/complex processes
     o Organizational design enabling improved efficiency and faster decision making
     o Talent management initiatives to enhance branding and support EVP levers
     o Non-traditional support areas delivered from the India GCC
     o Overall outcomes achieved, through the lens of following parameters *(including but not limited to)*:
       ▪ Cost savings achieved (through process consolidation, standardization, digitization, etc.)
       ▪ Number of proofs of concept implemented
       ▪ Innovation team expansion

   - **Section 2: Nominated case study** (6-10 slides)**:** Include 1-2 case studies highlighting impact delivered by the GCC for the global enterprise. Please add a summary note at the start of each case study (300 words or less). Highlight aspects, where available, such as
     o Business impact (cost saving, productivity, efficiency, etc.) achieved through innovation, transformation, vendor management, etc.
     o Role the GCC played in enterprise digital transformation and overall outcomes achieved

   Further, nominees have an option to send other relevant supporting material (e.g., videos, links, testimonials) at gccawards23@nasscom.in.

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