

nasscom

GCC TRAILBLAZERS

Recognizing winners of the nasscom GCC Awards 2023

The Global Capability Centers (GCCs) that have made extraordinary contributions to their enterprises, the country, and the global services community

 Everest Group®

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Foreword

GCCs Trailblazers



Sukanya Roy,
Director GCC and
BPM, nasscom

I want to begin by expressing my appreciation for the GCC segment and ecosystem. Indeed, it has emerged to be a thriving ecosystem, and GCCs operating within it have truly been the torch bearers in shaping it. Today, India is considered as the strongest global ecosystem for GCCs, accounting for 45% of the world's share. This share is not just about the numbers but also reflects the significant impact of the work being done and how that drives growth mandates for organizations worldwide.

For nasscom and India, this segment holds immense importance. Apart from the obvious benefits of bringing global names and practices to India, providing employment, and building capabilities within organizations, GCCs have played a vital role in building the overall IT-BPM ecosystem in India. They have achieved this by building skilling programs with academia, supporting and engaging with start-ups, and much more. Contributing to 1% of India's total GDP, this segment has demonstrated how India can drive global standards while maintaining a strong national identity and collaborating internally and externally within the ecosystem for innovating at scale.

For the nasscom GCC Awards 2023, I would like to thank all the participating organizations for placing their trust in this platform and contributing wonderful case studies and stories of impact. I also want to extend my heartfelt thanks to our esteemed jurors, who have taken time out of their busy schedules to review the case studies. Additionally, I would like to thank the Everest Team, our strategic partners, for accompanying us on this journey. This year, we have carefully chosen our categories.

More than 120 GCCs established their operations during the challenging period of COVID-19 in 2020, 2021, and early 2022. Their journey wasn't easy. Working in a new country, building new teams and culture, and creating impact, all while facing unprecedented circumstances worldwide, was extremely challenging. The Rising Star category was designed to celebrate organizations that undertook this brave journey and emerged successful, driving critical mandates for their organizations and building capable teams despite such disruptions.

Foreword

GCCs Trailblazers

The Innovation with Impact category celebrates GCCs that are innovating with tangible business impact in mind, making significant strides. While almost all GCCs drive innovation in specific areas, the trailblazers harness horizontal synergies and capabilities, focusing on initiatives that truly change the game for their organizations.

While GCCs excel in the day-to-day operations of their organizations, it is important for them to also focus on building capabilities that address future enterprise needs. The Future Value Proposition category recognizes GCCs that have been proactive in building expertise and leadership in areas critical to the organization's future, ultimately serving as a differentiator.

GCCs have also prioritized incubating capabilities that were traditionally not part of their portfolio. Be it UI/UX, vendor management or transformation, logistics and planning, risk and regulatory affairs, or treasury, GCCs are taking a lead everywhere. The ecosystem's built capabilities and confidence have been significant drivers of this transformation.

Last but not the least, operating models and talent models play a vital role in creating future-ready

capabilities for organizations. Building leadership pipelines, implementing effective operating models for globally distributed talent, and establishing talent and Centers of Excellence (CoEs) in niche areas all contribute to future-proofing the entire organization and that is the core focus.

We were immensely impressed by the case studies we received, and they provided us with valuable learning experiences. The winners stood out due to their holistic approach, ownership of the thought process and execution, and their sharp focus on impact and outcomes.

As you go through this document, you will come across a wide range of case studies from diverse organizations. From early-stage GCCs to matured organizations that continuously redefine the north star for excellence. Retail, pharma, healthcare, logistics, BFSI, you can see expertise and domain depth across all. These case studies truly represent the evolution of the segment and serve as a great indicator of what lies ahead. We expect this industry to continue leaping forward through the maturity spectrum, pushing the boundaries for more GCCs to embrace and deliver groundbreaking work that will set their organizations apart in the market.

Foreword

GCCs Trailblazers



Bharath M,
Vice President,
Everest Group

In today's fast-paced world, we often fail to appreciate how far we have come along in the global sourcing journey.

In essence, Global Business Services (GBS) models present a significant disruption to the process components of the enterprise business model – marking a shift from personalized support to shared services, as well as a transition from individualized attention to the standardization of procedures and practices. Such a transformation is by no means a simple undertaking for organizations that largely prioritize reputation, customer centricity, close customer relationships, and individual performance, all of which are vital for revenue generation.

GCCs themselves have come a long way from serving as mere cost-saving entities and supporting rules-based activities at scale to driving digital and innovation. In fact, GCCs have become a vital cog for several global organizations. From riding on disruptions to actively creating new disruptive events, the GCC model represents a remarkable journey of transformation and progress.

The nasscom GCC Awards is an exceptional platform that recognizes

the success stories of India's GCC industry and fosters an environment of knowledge-sharing and growth within the GCC community. GCCs today demonstrate remarkable maturity and ownership by spearheading global innovation initiatives, fostering new capabilities for the global enterprise, and adeptly managing a hybrid work model. Notably, their relentless determination to drive end-customer goals and enable competitive differentiation has positioned them as invaluable assets in an ever-evolving business landscape.

This time, the awards was very special as we have an entire category, Rising Star, dedicated to GCCs set up recently (after June 2019) – organizations that have leapfrogged the traditional maturity journey of prove the model, demonstrate scale, and showcase value beyond arbitrage. This category truly embodied the second letter of GCCs as was evident by the value these GCCs have started creating for their parent enterprises in a short time span.

Rising Stars' achievements serve as a powerful endorsement of the GCC model's success and maturity. Their stories highlight the agility and

Foreword

GCCs Trailblazers

resilience of the Indian ecosystem, highlighting its ability to facilitate success for new organizations. Their achievements not only inspire others, but also provide the much-needed boost for organizations seeking inspiration to push their boundaries and achieve more. The shared success stories demonstrate the potential and possibilities within the industry, motivating others to strive for greatness and pursue innovative approaches.

As a research and advisory firm focused on IT, business process, and engineering services, we have been supporting our clients in making crucial and strategic decisions regarding their sourcing services and their GBS strategies. Witnessing GCCs evolve into the very backbone of the global enterprise fills us with immense pride. It is truly satisfying to see the growth and progress they have achieved, becoming indispensable pillars of enterprise success.

However, we continue to believe that there is much untapped potential in terms of the scope to work in a more integrated manner with global teams and the need to strengthen governance models to enable seamless delivery with

minimal iterations, increase ownership and accountability, strengthen the local ecosystem to address common talent challenges (for example, create common learning journeys for similar skill sets), and make conscious efforts to focus on the end customer and experience.

We firmly believe that India GCCs are destined to reach new heights in the years ahead, forging deeper integration within the global enterprise, erasing administrative boundaries across locations, and unlocking higher revenue impact potential.

Our sincere appreciation to all participating GCCs that contributed to the resounding success of this year's awards celebration. Our special congratulations to the awardees, whose outstanding accomplishments and exemplary practices serve as a guiding light for the GCC community. Last but not the least, we extend our gratitude to nasscom for providing invaluable platforms such as these awards that play a pivotal role in advancing the GCC model's development and establishing a strategic trajectory for the sector to unlock its full potential and venture into new frontiers.

Celebrating Excellence in the GCC Ecosystem

The 4th edition of the nasscom GCC Awards in 2023 seeks to recognize and felicitate the stellar performances of GCCs that have redefined excellence and set new benchmarks as role models in the industry.

Key Themes

Global Business Impact

The awards recognize the ingenious and breakthrough solutions developed by the GCCs through innovation and future talent building to drive competitive advantage for the global enterprise.



Global Ownership and Capability Leadership

The awards honor GCCs that redefined enterprise value propositions through capability building and outcome ownership.



Jury



Kalavathi GV
Head of SaaS Factory and Software CoE, Philips



Priyaranjan Jha
Head of Global GBS Operations, PepsiCo



Serge De Vos
Head Of Global Business Services, Kraft Heinz



Smita Negi
Vice President, Bayer IT, India, Bayer



Deborah Kops
Principal, Sourcing Change and Executive Advisor, Everest Group



Aarti Singh
Sr. Director IT&DA and CIO, Boeing India



Hari Vasudev
Country Head and SVP - Technology, Walmart



Savyasachi K Srinivas
Executive Director, Collins Aerospace



Pradeep Menon
MD and Head, HSBC Technology India



KS Viswanathan
Vice President (Industry Initiatives), nasscom



Nihar Nidhi
MD. Head Of Operations in India and Philippines, JP Morgan



JP Johnny McQuoid
Managing Director- Group Business Services, BT



Dr. Aloknath De
Founder, Cyber-Physical Systems Initiative Former CVP & CTO, Samsung



Sarv Saravanan
Vice President, Global Delivery Center Industry Solutions, Microsoft



Kush Kamra
Senior Vice President - Global Shared Services, Global Technology & Operations (GTO), MetLife



Deepak Visweswaraiiah
Vice President, Platform Engineering and Site Managing Director, Pegasystems

Award Categories



Innovation with Impact

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



Excellence in Shaping the Future Value Proposition

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; includes 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.



Stellar Distributed Work Model for the Future

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

Award Categories



Leadership in New Capability Specialization

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; celebrates GCCs that have shown a high degree of ownership, influence, and accountability in driving the enterprise mandate.



Rising Star

Recognizes early-stage GCCs (those set up in or after January 2020) 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.

Award Category

Innovation with Impact

Many India GCCs have strengthened their innovation capabilities and delivered significant business impact to their enterprises, focusing on competitive advantage over and beyond cost and operational arbitrage. Such innovation-led GCCs are marked by a distinct cultural shift within their organizations – they promote and celebrate innovation, irrespective of business or functional alignment.

The Innovation with Impact award recognizes the efforts of trailblazing GCCs in envisioning, developing, and driving innovative solutions for challenges facing their enterprises. Their achievements include successful products and process innovations such as transformation initiatives across processes/tools/solutions, technology and domain capabilities, operating models, and measurement of benefits.



Core Differentiators for Trailblazers

Unraveling the DNA code of innovative GCCs

Contrary to popular perception, cracking the innovation code requires much more than novel ideas. Success requires onboarding the right set of people, equipping them with the right set of capabilities/resources to drive agile decision-making, and reengineering the organization's cultural DNA to foster innovation. Best-in-class GCCs have aligned their innovation goals/focus with their enterprises' long-term strategies and objectives, emerging as value centers for their parents. Few have pushed the envelope even further to manage-to-end ownership of the entire innovation journey! Some common attributes that differentiate trailblazing GCCs that have delivered innovation with impact from other organizations are:

- **Well-rounded innovation programs:** The most innovative GCCs integrate the three primary innovation enablers – people, process, and culture – into their innovation programs. They have dedicated, multi-disciplinary innovation resources/teams, establish idea-generating processes, run talent upskilling programs, and encourage a culture of experimentation and calculated risks. These robust innovation programs are aligned with enterprise goals and play an important role in meeting the parent enterprises' strategic goals
- **Entrepreneurial mindset:** Best-in-class GCCs encourage participation across business teams in driving innovation initiatives – instilling an innovation mindset that expands beyond the dedicated innovation teams. Such GCCs focus on skilling the talent and incentivizing innovation to promote the spirit of entrepreneurship across the GCCs
- **End-to-end ownership:** Trailblazing GCCs demonstrate their impact with end-to-end ownership of projects across the innovation life cycle – from conceptualization to delivery. They effectively collaborate with global enterprises and drive desired outcomes at every stage of solution/product development or process transformation
- **Programmatic technology leverage:** Technology uptake is a significant element of leading GCCs' innovation charters. They are abreast of technological advances and emerging trends that can enable them to enhance the enterprise's value proposition. A programmatic approach to leveraging technology to develop solutions/tools, drive operational efficiencies, and improve decision-making – with next-generation technologies such as AI, ML, and blockchain at the forefront – are a common feature across trailblazer GCCs
- **External ecosystem partnerships:** Top GCCs have a strong relationship with the external ecosystem and are leveraging it to drive high value and competitive advantage. These GCCs have fostered strong partnerships with start-ups, academic institutions, and industry and government bodies to fast-track their innovation capability development and deliver enhanced value

Core Differentiators for Trailblazers

- **Direct customer impact:** Trailblazer GCCs help their global enterprises to improve customer experience/relationships. These organizations have developed/transformed processes and/or products to create a seamless and unified customer journey, resulting in high customer satisfaction and loyalty
- **Articulating value beyond cost arbitrage:** Best-in-class GCCs have developed robust value articulation / quantification metrics, through which they measure value delivery beyond traditional cost arbitrage. The ability to measure and show value creation (by assigning a \$ value) in terms of revenue impact, customer experience, and global reach is a key point of distinction for these organizations
- **Domain expertise:** Leading GCCs have demonstrated strong domain (functional and technological) understanding while developing innovative solutions for unique and cross-functional problems/strategic initiatives. Such organizations leveraged external ecosystem, hired relevant and skilled talent, and focused on upskilling existing talent pool to build domain expertise in an agile manner. As a result, such GCCs have been able to deliver quality solutions, which are scalable and scenario-tested, within relatively short turnaround time

Award Category

Innovation with Impact

WINNERS



SHORTLISTS



Being a member of the prestigious panel of judges for the GCC awards is an honor for me, and it has been a rewarding experience. The nominees' incredible talent and inventiveness were simply astounding. It was a delight to immerse myself in their contributions, experiencing firsthand the impact they have made in their respective fields. I would like to thank nasscom for the opportunity to participate in this process.

– Savyasachi K. Srinivas, Executive Director, Collins Aerospace

Award Category

Innovation with Impact

AB InBev GCC Services Ltd.



“We are immensely proud to receive this prestigious innovation award for TOBO, a product that epitomizes what AB InBev GCC is all about. It reflects our unwavering belief in the exceptional talent within our organization and our relentless commitment to making a meaningful impact. With TOBO, driven by our people’s innovation, we are accelerating AB InBev’s digital revolution and catalyzing transformational change in the industry.”

– **Ravindranathan Sanjeev**, Global Director, AB InBev GCC Operations



“Technology and innovation serve as the core principles driving AB InBev GCC empowering us to stay at the forefront of the industry. By leveraging technology and fostering a culture of innovation, we continuously strive to exceed expectations, adapt to changing market dynamics, and deliver excellent solutions. Our sales routing product TOBO is a testament to our unwavering commitment to drive growth, transform processes, and maintain a competitive edge in today’s ever-evolving business landscape.”

– **Priyanka Ganapathy**, Director - CP&A, AB InBev GCC

Accelerating Performance with a Tool of BDR Operations

In today’s fast-paced business environment, sales teams face the challenge of maximizing productivity while effectively managing customer relationships. This is where sales routing products such as TOBO come into play by streamlining the sales process, optimizing routes, planning tasks, and enhancing overall sales team efficiency. Technology and innovation enables AB InBev GCC to ensure that the enterprise retains its competitive edge in the market.

TOBO has helped to significantly improve the business’ sales territory management by enabling sales managers to divide territories among team members effectively. The software intelligently assigns leads, prospects, and existing customers to sales representatives by considering factors such as customer density, purchasing patterns, and geographic locations. This distribution ensures that each salesperson receives a fair and balanced workload, leading to better customer coverage and improved sales outcomes.

Further, our sales routing products leverage advanced algorithms to calculate the most optimal routes based on parameters such as distance, traffic conditions, and priority of appointments. By providing accurate directions and minimizing travel time, these tools enable sales teams to spend more time with customers, resulting in increased sales productivity.

Additionally, real-time updates and notifications help route products and provide real-time updates and notifications to sales representatives to equip them with the latest information. These updates include changes in customer appointments, any cancellations, or urgent requests. By staying informed, sales teams can adapt their schedules to ensure prompt response and great customer service.

Last, data analytics and compliance performance tracking enable sales managers to access insightful reports and metrics, such as sales volumes, conversion rates, and customer satisfaction scores. This information enables them to identify sales trends, assess individual and team performance, and make data-driven decisions to optimize sales strategies.



“Innovation is at the core of everything we do. Cross-functional collaboration with business units and sharing best practices enhances productivity and fosters a culture of innovation. We create technologies that deliver positive business and societal impact, working closely with and empowering our customers, partners, and communities. By harnessing the transformative power of emerging technologies, we ensure our business functions are prepared for what’s next.”

– **Kavita Mehra**, Senior Director,
General Management,
Dell Technologies India CoE



“At Dell Technologies, we have seamlessly integrated innovation into the fabric of our organization, recognizing it as a shared endeavor rather than an isolated effort. Our unwavering focus is to constantly enhance the customer experience. This culture of innovation is fostered by our exceptional leadership and is bolstered by various initiatives that support and encourage innovation, further fueling our innovative spirit. These case studies only provide a glimpse of the groundbreaking change across Dell Technologies. We are continuously driving progress through initiatives such as Dell APEX, multicloud offerings, modernizing core capabilities, generative AI, and zero trust. Innovation permeates every facet of Dell Technologies, transcending boundaries and transforming our endeavors.”

– **Pratheek V**,
Senior Consultant, Database
Engineering, Dell Technologies India

Award Category

Innovation with Impact

Dell Technologies India



Driving human progress and fostering a culture of inclusive innovation to produce transformative solutions for customers and partners

At Dell Technologies India, we empower our team members to create and collaborate through innovation. Our centralized innovation team and dedicated business innovation units foster a culture of innovation through tech talks, hackathons, patent programs, and more.

We actively drive innovation by using cutting-edge technology in our innovation charter, aiming to produce transformative solutions for our customers and partners. Our goal is to ensure that our customers keep pace with digital innovation to accelerate their success. We have a clear purpose: driving human progress through greater access to better technology for people with big ideas around the world.

Our Intelligent Topology system incorporates an AI algorithm to optimize database patching, thereby maintaining the security and stability of database systems. Applying patches may require taking the database offline temporarily, disrupting normal business operations. With the help of Intelligent Topology, we can identify the optimal window for patching the database and achieve a remarkable 99% reduction in cost, 98% reduction in resources, and 99% reduction in downtime.

Dell Telecom Infrastructure and Bare Metal Orchestrator (BMO) enhance the cloud-native architecture journey of telecom industries. Our Telecom Infrastructure Blocks provide a validated, automated, and factory-integrated engineered system, enabling the zero-touch deployment of 5G Telco cloud infrastructure. Additionally, our BMO automates processes, reduces workloads, and provides a consolidated view of all bare metal servers, simplifying infrastructure management. The ACG Research analysis on Dell Telecom Infrastructure Blocks in a representative CSP (Communication Service Provider) 5G RAN implementation revealed that CSPs can realize 25% savings in operational efficiencies in the first year and 34% savings over five years, resulting in a remarkable 109% return on investment over five years.

Award Category

Innovation with Impact

Global Services

fiserv.



“As the world’s number one Merchant Acquirer, we work with several large businesses across the globe. Carat enables our clients to engage more customers, accept more payments, drive loyalty, optimize digital commerce to deliver unified experiences to their customers – a testament to our client focused innovation and the brilliant teams who build these solutions.”

– **Gopakumar Subramonian**,
Senior Vice President, Fiserv



“We are proud of our innovation-centric culture. Whether it is vibrant communities of agile practitioners and full stack developers embracing new ways of working, hackathons for ideation, sandbox environments on Cloud to build MVPs, leaderboards for reusable assets, or an API enabled Dev Studio to encourage partners to develop Apps on top of Fiserv platforms; there are myriad ways in which we reinforce that culture at Fiserv to innovate for our clients’ success.”

– **Sachin Kulkarni**,
Senior Vice President, Fiserv

Deeply Engaged in our Clients’ Success as we Continue to Innovate on Behalf of Them

Fiserv focuses on prioritizing targeted innovation, digital enablement and elevating the end-user experience with actionable data insights into the entire customer journey. We focus on innovating for our clients’ success and are committed to providing innovative payment and FinTech solutions for clients globally, at scale and pace. We are at the forefront of all aspects of innovation based on product and process innovation and innovation culture.

Our key value propositions are:

- **DNA®**, a market-leading core banking product designed for small to midsized banks and credit unions; our teams innovated to build complex feature developments to address a new market in large banks and credit unions
- **Zelle®**, a peer-to-peer payments network; our teams continuously innovate to modernize legacy platforms for faster and secure payments, addressing growing volumes
- **Carat**, a connected omnichannel ecosystem enabling secure commerce across any channel; the innovative digital solution has enabled merchants to facilitate faster funds to their customers across multiple payout options



“Winning the prestigious Innovation with Impact Award marks a significant milestone in our journey. I am proud of our strong culture of innovation and our unique ability to collaborate across technology, operations, and business teams that have catapulted HTI into a thriving innovation center that continues to deliver success stories. We recently used the latest orchestration techniques underpinned by modern cloud technology and DevSecOps ways of working to develop WCAO, a global account opening platform. We also led the way with our game-changing SIRE, an ML application used to predict and match exceptions generated in the post-trade reconciliation domain. Our innovation emerges from stories like these and is a testament to what we deliver from the technology centers in India.”

– **Pradeep Menon,**
Managing Director and Head,
HSBC Technology India



“From its initiation to implementation across multiple business lines, the SIRE bot application has proven to be an industry-leading solution to fix reconciliation breaks. Stemming from a hackathon idea and a side-of-desk challenge, it has grown to become a perfect blend of IT and Ops collaboration using cutting-edge technology in AI/ML and fantastic home-grown talent.”

– **Amit Mangalwedhe,**
Delivery Head – MSS Operations
Technology, HSBC Technology India

Award Category

Innovation with Impact

HSBC Technology India



Refining Innovation with Technology

HSBC Technology India (HTI) is the biggest constituent of HSBC’s global technology function that builds technology products and services for the bank. The work done at the India centers touches almost all the 62 countries and territories in which the bank operates. The HTI technology teams use the latest in automation, AI, data engineering, ML, cloud, and biometrics to make banking simpler, better, faster, and more secure for our customers worldwide.

The HTI team successfully delivered World Class Account Opening (WCAO), one of our flagship programs under the bank-in-pocket strategy. WCAO helped first-time customers to not only open new accounts with the bank, but also allowed them to view and transact with those accounts online in real time. All this was made possible through innovative design, using the existing business logic embedded in legacy platforms and modernizing it with an optimized workflow built using latest orchestration techniques. The solution is underpinned by modern cloud technology backed by industry-leading DevSecOps ways of working.

The team also developed Smart Investigator of Reconciliation Exceptions (SIRE), an ML-based application used to predict and match exceptions generated in the post-trade reconciliation domain. A game-changing innovation, the SIRE bot uses historic exceptions matched manually by operation users and feeds them into classification algorithms to derive an ML model. It identifies matching opportunities not recognized by the current reconciliation platform (thereby reducing investigation time), detects transaction discrepancies, and fixes them on behalf of users intelligently. We are also using SIRE to scan third-party inward remittances to identify and flag any instance of financial fraud.

Award Category

Innovation with Impact

Mercedes-Benz Research and Development India



"India is rapidly emerging as an innovation powerhouse due to our deep expertise in engineering and R&D, growing focus on IP creation, demographic advantage, and vast talent pool. The [auto] industry is witnessing the rise of disruptive tech with the need to accelerate our efforts to match customer expectations. As a strategic hub for the Mercedes-Benz Group, MBRDI focuses on staying ahead of trends and the latest tech, actively contributing to accelerating toward an emissions-free and software-driven future."

– **Manu Saale**,
Managing Director and CEO,
Mercedes-Benz Research and
Development India

Building Impactful Innovations in India for the World

Innovation is a priority for the Mercedes-Benz Group to develop industry-leading, sustainable, and competitive products, services, and business models. Mercedes-Benz Research and Development India (MBRDI) has developed a comprehensive framework to tackle business challenges with advanced technologies and the external ecosystem to curate solutions that address global mobility needs.

Our innovation spectrum spans:

- **Technology innovation:** We leverage the latest technologies to drive product and process advancements in the luxury, future of mobility, sustainability, and social impact spheres. For example, our market-first solution employing machine learning to digitally predict brake pad life ensures customers a worry-free drive and an elevated level of safety. The solution has not only resulted in substantial revenue growth and cost benefits, but also provided us with a distinct competitive advantage. On the sustainability front, a key focus area has been sustainable materials discovery. Our efforts have resulted in the discovery of UBQ™, successfully industrialized for use in the automotive sector for the very first time
- **Intrapreneurship:** MBRDI nurtures entrepreneurial potential through a well-defined process that provides support and mentorship. We successfully fostered the effort to launch an independent startup in 2022, evnnovator, focused on accelerating EV adoption in emerging markets
- **Co-creation with the Indian innovation ecosystem:** We are collaborating with startup and academia partners to resolve complex mobility challenges through advanced technologies and active research. For instance, we are working with a startup partner to use AI and filter the required attributes from unstructured data for use in our deep learning model. This will enable considerable savings in data analysis time and storage costs while accurately predicting the intentions of road users to minimize risks from autonomous vehicles

Award Category

Innovation with Impact

Mercedes-Benz Research and Development India



"Internally, our focus is on extensive global partner collaborations, greater emphasis on IP, a dynamic intrapreneurship culture, and diverse tech practitioner communities. In parallel, we are looking at closer cooperation and engagement with industry and academia partners. By being first movers to adopt emerging tech, we are well positioned to build impactful solutions in India for the world."

– **Dr. Anshuman Awasthi**,
Head – Innovation and Vice
President – R&D for EV and Hybrids,
Mercedes-Benz Research and
Development India

- **Social innovation:** With our strong design and engineering research capabilities, we have supported social enterprises in developing unique products that address priority mobility needs. The world's first self-standing crutch and an upper-limb neuro-rehabilitation device are two stellar examples of our impact in this space

Over the years, MBRDI's patent portfolio contribution to our parent company, Mercedes-Benz Group AG, has significantly expanded and diversified not only in the conventional areas of product development, but also in the emergent domains of Connected, Autonomous, and Electric Powertrain. We believe these areas have the potential to redefine the future of mobility.

Award Category

Innovation with Impact

Philips Innovation Campus

PHILIPS



“By taking the quadruple aim as a starting point to develop and deploy solutions, we have a tremendous opportunity to address healthcare inefficiencies and meet the increasing demands of our customers and partners head-on. We are continuously improving patient outcomes and the overall patient experience by equipping clinicians with our best diagnostic tools and extending advanced technologies to wherever the patient is located.”

– **Arvind Vaishnav**,

Head of Clinical Partnerships Growth
Region and Head of Philips
Innovation Campus, Bangalore

Advancing Precision Diagnosis

We proudly present our innovative solutions, the Philips Ultrasound Compact 5000 and MR SmartSpeed, showcasing our commitment to extending precision diagnosis and achieving the quadruple aim: better health outcomes, improved patient and staff experience, and reduced cost of care. We recognize the demand for smart diagnostic systems, optimized workflows, and integrated clinical solutions that accelerate diagnosis, improve patient throughput, minimize rescans, and elevate the overall healthcare experience.

The next-generation Compact 5000 Series revolutionizes ultrasound by delivering premium cart-based system quality to a wider patient population. Its portable and versatile design maintains exceptional image quality and performance, enabling accurate ultrasound exams from the first attempt. Designed for diverse clinical segments such as cardiovascular, obstetrics and gynecology, point of care, and general imaging, the Ultrasound Compact 5000 Series serves the needs of multiple specialties. Its portability empowers healthcare professionals to bring high-quality ultrasound to patients anywhere in the hospital, offering advanced features including AI-powered automation tools.

Philips SmartSpeed revolutionizes MR imaging by enhancing image acquisition speed, quality, and diagnostic confidence for every patient. This cutting-edge AI-powered software increases resolution by up to 65% and achieves scanning times up to three times faster than conventional MR scans. As personalized treatments for complex diseases rise, demanding precise diagnoses, and healthcare professionals face increased workloads and burnout, radiology departments strive to enhance performance, productivity, and profitability. Philips' AI-based SmartSpeed reconstruction sets a new benchmark in acceleration techniques, enabling shorter scan times while maintaining excellent image quality and diagnostic confidence.

Award Category

Innovation with Impact

Samsung R&D Institute India-Bangalore (SRI-B) **SAMSUNG**



“As we pack more technology into users’ lives with different products, it is important to do so without interruption. We call this calm technology. To achieve the highest impact, it is not necessary to create a new feature, but to complete the consumer experience journey. Utilizing advanced AI tech, we never drop the ball when users are expecting us to handle it (Nightography, Open and Heterogeneous device connectivity), or in some cases, even make the feature available when needed (Aadhar Card and Smart Suggestions). OEMs have to complete the connected journey. For example, while sharing a picture, we offer timely help with cropping, tilting, and data privacy, eliminating the need for additional app downloads.”

– Dipesh Shah,
Managing Director, SRI-B

Powering Digital India

Established in 1996, Samsung R&D Institute India - Bangalore Pvt. Ltd. (SRI-B), is a wholly owned subsidiary of Samsung Electronics Co., Ltd. As the largest overseas software R&D center with approximately 3,200 employees, we strive to create unique selling points for global flagship devices. Our focus lies in making significant advances in areas such as advanced communication, multimedia, AI, and Internet of Things (IoT), along with serving the specific needs of Indian consumers and contributing to the Make for India initiative.

Key drivers of innovation at SRI-B include our IP strategy for AI-based product differentiation and a strong breakthrough and intrapreneurship culture. We believe in collaborating with universities and partnering with start-ups to foster research-to-market initiatives and leverage local ecosystems.

SRI-B has demonstrated global leadership in developing innovative products in areas such as advanced communication, camera, IoT, and AI, making a significant impact worldwide. Here are a few examples of our groundbreaking products:

- **SmartThings (Zigbee & Matter Thread One-Chip Solution):** This solution utilizes a single radio chip for both ZigBee and Matter Thread communication, offering seamless connectivity
- **Camera (Nightography):** Our advanced AI algorithms enhance photo quality in low-light environments, enabling users to capture vivid photographs
- **Finance (Samsung Wallet):** We introduced a hassle-free digital wallet service for Galaxy users, eliminating the need for a physical wallet
- **One UI (Smart Suggestions and Digital Wellbeing):** With AI-powered user customizations, recommendations, and improved experience, our One UI provides Smart Suggestions and Digital Wellbeing features

Under the leadership of CTO Mohan Rao Goli, our in-house IP & innovation group has championed intrapreneurship, innovation, and high-quality patent creation. We have a robust portfolio of approximately 7,500 patents resulting from inventions made in Bangalore. SRI-B is the highest patent filer among

Award Category

Innovation with Impact

Samsung R&D Institute India-Bangalore (SRI-B) **SAMSUNG**



“SRI-B’s innovations have seamlessly integrated into the fabric of everyday life, empowering people with unprecedented connectivity, intelligence, and immersive experiences. Our expertise in advanced communication (5G/6G) and IoT (SmartThings) has enabled us to build product ecosystems for Samsung that provide connected experiences. Our prowess in Vision and Artificial Intelligence has introduced best camera experiences (Nightography and Galaxy Expert Raw), smart personalization (One UI), intelligent productivity (Smart Suggestions), and advanced privacy and security (Samsung Wallet). We foster a culture of continuous learning and collaboration, forging partnerships with academia and start-ups to leverage the collective wisdom of India’s innovation ecosystem. All this while building intrapreneurship culture and nurturing IP creation to make the Bangalore center a unique entity within the Samsung R&D ecosystem.”

– **Mohan Rao Goli,**
Chief Technology Officer, SRI-B

Samsung’s Overseas R&D Centers, with an 80% increase in high-quality patent filings. Moreover, the number of our patents being commercialized in Samsung’s products has doubled in the last three years.

In addition to our internal efforts, SRI-B actively engages in open innovation by collaborating with universities through programs such as SEED Lab and Samsung PRISM. We also foster academia collaborations for research and PhD internships. Furthermore, we strategically invest and partner with start-ups, and our incubation programs such as Samsung Mobile Advance and Start-up Collab have facilitated fruitful collaborations within SRI-B.

Award Category

Excellence in Shaping the Future Value Proposition

This award recognizes GCCs that have demonstrated ownership and accountability in driving strategic initiatives and are playing a vital role in shaping and delivering value for their enterprises by building capabilities for the future, such as Centers of Excellence (CoEs), enhancing product portfolios, improving customer experience, and driving key partnerships/collaborations to address industry challenges and support the larger ecosystem and community.

India GCCs have strengthened their

capabilities over the past decade to support complex work areas and deliver business impact. Today, GCC leaders have a seat at the decision-making table to develop roadmaps for specific capabilities, services, and business units. In fact, GCCs are fast becoming extensions of their parent enterprises, with multifunctional teams, high value-add delivery, and global ownership helping them position themselves as valuable partners in driving business success.



Core Differentiators for Trailblazers

Trailblazer GCCs have consistently gone beyond traditional delivery responsibilities and demonstrated excellence in creating a strong future value proposition for their global enterprises. These trailblazers have emerged as strategic entities for the parent by strongly aligning with their organizations' strategies and objectives, enabling them to create a measurable impact on the business and customers. They have demonstrated varying degrees of leadership, ranging from end-to-end delivery ownership and capability ownership through CoE models to global process ownership, in which the global owner is based out of the GCC.

The distinctive achievements and practices of trailblazer GCCs that set them apart from their counterparts include:

- **Alignment with enterprise business priorities:** Leading GCCs have made efforts to understand their enterprises' strategic goals, visions, and value propositions and align with their strategic priorities. The GCC agenda is designed to contribute to the enterprise's overall value proposition and growth objectives. The initiatives of these GCCs are always focused on delivering tangible value to the business
- **Focus on key value drivers:** Best-in-class GCCs determine the key value drivers that contribute to their enterprises' future value propositions. Trailblazer GCCs focus on value drivers such as operational efficiencies, cost optimization, customer experience, innovation, and business agility. Such GCCs have developed capabilities to enhance these value drivers and create a competitive advantage for the enterprise
- **Robust service/product portfolio:** Top GCCs' service/product portfolios align with their enterprises' future value propositions. These GCCs have developed new capabilities and/or expanded their existing service/product offerings to address their enterprises' emerging needs. For example, the GCC of a leading US-based financial services company has designed and built a solution that helps the business extend the bureau functionality rapidly across the globe. Another case in point is a retail firm's GCC, which has envisioned, incubated, and created a suite of products required across the enterprise to drive digital transformation
- **Collaboration and integration:** Another key differentiator for leading GCCs is their strong partnerships and relationships not only across the organization, but also externally (with start-ups, academia, and providers). They actively engage in cross-functional initiatives, strategic projects, and decision-making processes to ensure that they are well integrated with the enterprise. Almost all trailblazer GCCs have a strong relationship with the external ecosystem and are leveraging it to drive high value and competitive advantage. For example, the GCC of a leading healthcare solutions company has partnered with the Quantum Council of India to build a talent pipeline skilled in quantum computing

Core Differentiators for Trailblazers

- **Talent development:** Best-in-class GCCs have heavily invested in talent development, training, and recruitment to build necessary skills and expertise. Their efforts may involve reskilling or upskilling current staff members or hiring new talent with specialized knowledge to fill any gaps to support their enterprises' future value. For example, a financial services GCC hired and trained over 200 workers on advanced ML algorithms
 - **Technology and innovation:** Best-in-class GCCs leverage digital technologies to drive operational efficiencies, improve decision-making, drive enterprise-wide transformation, and unlock new opportunities for growth and innovation. They continuously invest in technology advances that can enhance their enterprises' value. For example, the GCC of a leading global financial services company
- has designed and implemented a real-time client engagement solution, built on a sophisticated neural network, which leverages AI to deliver a personalized omnichannel experience for its end customers
- **Performance measurement:** Trailblazer GCCs have well-defined performance metrics and key performance indicators that capture the impact of their initiatives. Regular tracking and reporting of these metrics help demonstrate the value that the GCC delivers and highlight any areas of improvement
 - **Adapt and evolve:** An enterprise's value proposition and strategic priorities may evolve over time. Trailblazer GCCs continuously evolve their services, capabilities, and operating models to align with their enterprises' changing needs. They foster a culture of agility, learning, and continuous improvement within the organization

Award Category

Excellence in Shaping the Future Value Proposition

WINNERS



SHORTLISTS



It was an honor to recognize the Future Value Proposition awardees for playing a critical role in shaping and delivering value for the future. The way these Global Capability Centers have driven value with their strategic initiatives and built capabilities that address industry challenges has been commendable.

– Nihar Nidhi, Managing Director,
Head of Operations in India and Philippines, JP Morgan

Award Category

Excellence in Shaping the Future Value Proposition

Carelon Global Solutions India LLP



“Our strategic focus on reimagining our operational practices in a post-pandemic world marks our unique journey as a global capability center. This journey is best reflected in our capabilities built by leveraging next-generation technologies and the value delivered to improve lives through innovation.”

– **Mosur Saisekar**,
Chief Country Executive, Carelon
Global Solutions India

Maximizing Potential through Customer Value Excellence

While COVID-19 exacerbated concerns related to business continuity, it simultaneously accelerated the demand for digital adoption in healthcare, providing us with an opportunity to evolve our role as a GCC. Carelon Global Solutions’ leadership team understood the need to pivot quickly for the next wave of growth and create a workplace of the future. This shift required a strategy beyond a business reimagining of our operations and organizational structure.

Notably, we realized that we had to:

- Build maturity of underlying capabilities and adopt industry best practices
- Develop a future-proof organizational framework to ensure a sustained growth momentum

In 2022, our India team set up 6 strategic councils and 12 CoEs and CoPs. Among the councils, the Customer Value Excellence council is an important step toward maximizing our potential as a GCC. Our India team developed this council, right from ideation to execution, to mature our capabilities through training, and mentoring. We integrated business and technology domains, scaled automation efforts, conducted proof of concepts and managed value partners for newer technologies. In just a year’s time, this council has saved millions for our customers and brought a significant difference in value delivery through automation.

Award Category

Excellence in Shaping the Future Value Proposition

Clean Harbors India



“With access to a rich talent pool and robust backing from our parent company, we are moving up the value chain and striving to position GCC as a strategic differentiator for our organization.”

– **Avinash Samrit**,
GCC President, Clean Harbors India

Excellence in Shaping the Business' Future Value Proposition

Clean Harbors is North America's leading environmental industrial services and sustainability solutions provider. We serve over 350,000 customers, including numerous Fortune 500 companies. In 2017, we established India GCC with the objective of creating strategic differentiation through business services and technology.

Our goal is to:

- **Be the strategic differentiator:** Our vision for GCC was to create strategic impact and long-term value. The executive steering group, chaired by the CEO, ensured sponsorship and governance around value-driven growth. We leveraged thoughtful and focused transitions across technology and business operations, along with establishing differentiating capabilities, as our key strategic levers for value creation
- **Shape technology modernization:** With our exponential business growth and unique business domain, we recognized the need for deep expertise. As a result, GCC achieved deep penetration in IT, exceeding 70%, and strategically invested in niche roles such as product owners, software architects, and project managers. These investments have positioned GCC to take on key leadership roles in strategic technology and digital transformation initiatives, including Enterprise Resource Planning (ERP) cloud transformation (to replace existing ERP software) and building customer portal (as part of our digital strategy). We view these critical technology initiatives as enablers for our future business growth
- **Strategically differentiate enterprise capabilities:** GCC has successfully developed niche enterprise capabilities in functions such as sales, customer servicing, billing, and process excellence. These capabilities have enabled us to create substantial value beyond cost arbitrage. We established Inside Sales & Customer Services within GCC to tap into the potential of long tail customers (lower revenue but higher numbers). GCC took ownership of the entire end-to-end process and used data analytics

Award Category

Excellence in Shaping the Future Value Proposition

Clean Harbors India



“Clean Harbors GCC has successfully established distinct enterprise capabilities across various functions from the ground up. GCC is also a key contributor to technology modernization and digital strategy due to its deep penetration across technology and shared services. In a short span of five years, GCC has begun delivering value in terms of business impact, operational efficiency, effectiveness, and customer experience. With its current positioning, GCC is well-equipped to sustain its momentum moving forward.”

– **Abhijit Danke**,
GCC Senior Vice President,
Clean Harbors India

and CRM tools to make a remarkable impact on revenue generation (approximately 18%-20% of the Safety-Kleen business), along with improving customer retention and fostering the growth of new business lines. As part of our efforts to enhance customer engagement, GCC introduced the role of Customer Engagement Management (CEM) as a point of contact for Fortune 500 customers. The CEMs collaborated closely with our customers' GCCs to streamline the quote to cash cycle and reduce process friction, resulting in a direct impact on cash management and Days Sales Outstanding (DSO) reduction

With strategic intent and executive sponsorship, Clean Harbors GCC is well-positioned to deliver quantifiable value spanning revenue generation, operational efficiency, effectiveness, and customer experience.

Award Category

Excellence in Shaping the Future Value Proposition

Lowe's Services India Pvt. Ltd.



"We're seeing fast-paced innovation in AI and computer vision. In the next few years, building AI solutions at enterprise scale is going to become more exciting but also a lot more complex. I am incredibly proud of the data scientists and engineers at Lowe's who embrace these challenges and work toward solving unique problems in omnichannel retail."

– **Swaroop Shivaram**, Director, Data Science, Lowe's India



"At Lowe's India, we are an integral part of our US\$97 billion business, working as one global team, shaping what's possible in the home improvement retail space. We create impact through cutting-edge innovation in areas such as omnichannel, supply chain, merchandising, and analytics – which adds value to our business and helps solve customer problems, taking us closer to becoming the world's best omnichannel retailer."

– **Ankur Mittal**,
SVP – Technology and Managing
Director, Lowe's India

Shaping the Business' Future Value Proposition through Computer Vision (CV)

The scope of CV is anticipated to increase in the coming years, and Lowe's is exploring this field extensively. Lowe's CV platform team, which spans India and the US, is led from India. As most applications are meant for Lowe's stores in the US, and most algorithms need to work on store infrastructures, this team is integrated with our Stores teams.

The team is exploring CV to address various problems that retailers commonly face. We began by using CV to track store footfalls in 2020. We automated the customer counting capability through store asset protection cameras and CV algorithms; the CV algorithm was tuned to detect customer count based on the direction in which customers move. Enabling this across all store entry and exit points provided real-time building occupancy, eliminating the need for manual counting.

Following the deployment's success, we have expanded its application to more advanced areas. Lowe's has built an in-house CV platform leveraging state-of-the-art AI techniques and data from store cameras. The enterprise-scale platform allows Lowe's to reduce shrinkage and improve in-store inventory management.

These use cases are currently in their nascent or pilot stages, and we expect CV to be a key focus area for the business based on the positive results that we are seeing.

Award Category

Excellence in Shaping the Future Value Proposition

Pegasystems Worldwide India Pvt. Ltd.



“Celebrating triumph in innovation, we proudly embrace the glory of the Nascomm GCC Awards. Our team’s unwavering passion, relentless dedication, and visionary prowess have propelled us to this remarkable level of success. With an unwavering commitment to excellence, we have carved a path that inspires, empowers, and revolutionizes the digital landscape. Empowered by the Nascomm GCC Awards, we fuel our determination to shape a future that transcends boundaries and redefines what is possible.”

– **Deepak Visweswariah**,
Vice President, Platform
Engineering, and Site Managing
Director, Pega India

Driving Innovation and Empowering Success

Pega India represents strong and vibrant leadership in both product engineering and customer support. We are in an excellent position to drive product innovation and ensure client success, which is vital for building the future value proposition of our global organization. Our supremely talented engineers and product managers at Pega India are actively developing cutting-edge capabilities in the AI space, such as Pega Process AI™, adaptive and predictive analytics, Natural Language Processing (NLP), Generative AI (GAI), and our new SaaS offering called Pega Launchpad. Many of these innovations have originated from India.

In line with our culture of innovation, we are actively involved in advancing a new UI architecture called Constellation, which is driven by our team in India. Our application engineering teams are utilizing the latest advances in Pega Platform and Pega Cloud, including the externalization of services, DevOps/deployment model, and Kubernetes architecture. By rigorously testing and validating these core capabilities and key use cases, we ensure a seamless adoption experience for our external clients.

Strategically located alongside several clients and partner Pega practices in India, we strengthen our ecosystem by actively engaging and building leadership connections. This allows us to drive vision and strategy presentations, as well as provide talent support through our University Academy programs. Moreover, these connections provide us with valuable insights into client implementation use cases and a deeper understanding of various business verticals.

We are spearheading initiatives to ensure Pega’s global success by offering Pega Software-as-a-Service on the cloud. This requires a multifaceted effort from multiple functions across the entire life cycle: accelerating the migration of on-prem clients to the cloud, automating the modernization of existing Pega Cloud clients, and transitioning them to a scalable, resilient, and cost-effective Kubernetes-based architecture. Additionally, we have developed a unique

Award Category

Excellence in Shaping the Future Value Proposition

Pegasystems Worldwide India Pvt. Ltd.



case-based Global Operations Center that utilizes Pega itself, enabling us to automate progressive delivery and keep our clients up-to-date with the latest Pega software. Furthermore, we are driving initiatives for multi-tenancy and other cost optimization measures, which not only contribute to Pega's green mission but also enhance cost efficiencies and reduce carbon footprint.

Together, these efforts create a compelling package that continuously delivers value to our clients, both now and in the future. By partnering with us, clients can focus on their core business while transitioning to an OpEx-based cloud model. Meanwhile, Pega remains committed to achieving greater cost efficiencies and a lower carbon footprint.

Award Category

Excellence in Shaping the Future Value Proposition

Resilinc Solutions Pvt. Ltd.



“Resilinc India has emerged as a strategic CoE for Resilinc Corporation over the past few years, maturing from a delivery center to an organization with complete ownership of engineering and product operations and further scaling to customer-facing functions, such as customer success and marketing and sales.”

– **Yogesh Akolkar**,
Managing Director, Resilinc India

Expanding the Business’ Value Proposition through New Capabilities

What started as a small team of Salesforce developers in 2012 has evolved as a strategic CoE for Resilinc Corporation today. In 2017, the team successfully developed Resilinc’s supply chain risk management SaaS platform from the ground up. Subsequently, the India center grew with the introduction of functions such as product management, product operations, customer success, and marketing and sales over the next five years. In 2022, Resilinc India started providing shared services to support HR and finance, among other functions.

The key areas in which we have grown as valuable partners to our parent enterprise are:

- **User experience:** We started with a single UX designer and leveraged UX consulting to build our UX function. After a couple of small projects, the team proposed to revamp the UX for our entire Supply Chain Risk Management (SCRM) SaaS platform. The project was approved, with the India GCC responsible for its end-to-end ownership. The new UX was successfully delivered this year across several phases
- **Managing supplier relationships:** Resilinc India has a dedicated team that interacts and gathers supply chain intelligence from all customer vendors/suppliers. This team started as a small offshoot of the customer success team but gradually started managing suppliers on its own. Recently, it came up with a unique model to boost customer engagement using supplier intelligence. Currently, 17 of Resilinc India’s 21 FTEs manage 22,000 supplier relationships. Four FTEs are based in the US, and the team’s leadership rests with the India GCC
- **Supply chain data research:** Resilinc’s India GCC has a highly specialized team of supply chain data analysts. This team is responsible for mining, normalizing, correlating, and curating the data that the Resilinc research platform gathers from different sources. The team’s insights have enabled Resilinc to offer two new data-based products in as many years

Award Category

Stellar Distributed Work Model for the Future

In an increasingly interconnected world, fueled further by the COVID-19 pandemic, the distributed work model has gained significant prominence. It enables enterprises and GCCs to tap into global and diverse talent pools, drive innovation, and foster collaboration. Best-in-class GCCs have created an agile, collaborative, and inclusive environment, leading to enhanced innovation, learning, productivity, and success in the rapidly evolving business landscape.

The Stellar Distributed Work Model for the Future award recognizes the efforts of trailblazing GCCs that have successfully demonstrated a distributed services delivery model, which is well integrated and borderless. The award celebrates practices that 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 ensuring a seamless experience for all employees.



Core Differentiators for Trailblazers

Unleashing the power of global collaboration with stellar GCCs

Stellar GCCs have transformed their operating model, paving the way for the future of work, which is now shaped by technological advances, evolving workplace dynamics, and changing employee expectations. Some key factors that differentiate the best-in-class GCCs include

- Integrated service delivery model:** GCCs have embraced a robust playbook, fostering a borderless workforce. This enables stronger collaboration, faster time to market, enhanced operational efficiency, and a one-team mindset. It positions GCCs as strategic partners for the enterprise
- Global ownership:** Proven service delivery excellence allows more global and functional roles to move to India in best-in-class GCCs. This maximizes team cohesion, nurtures talent, and aligns enterprises' growth mandates. These GCCs have expertise in leading initiatives end-to-end, backed by strong, capable leadership talent in India
- A learning culture:** Best-in-class GCCs foster continuous learning, emphasizing career pathing, and upskilling/reskilling as key employee value propositions. They develop future-ready workforces capable of adapting to emerging technologies. Robust Learning and Development (L&D) programs/academies identify skills gaps, refresh job families, align roles and responsibilities with global requirements, and articulate clear career pathing objectives to meet talent needs
- Increased focus on Diversity, Equity, and Inclusion (DE&I):** GCCs programmatically embrace DE&I. By assembling teams with diverse cultures, backgrounds, and perspectives, they tap into a rich tapestry of ideas, insights, and creativity. Proactive investments in DE&I are evident through scaled programs targeting gender diversity, women in leadership, returning women from breaks, collaborating with Persons with Disabilities (PwD), LGBTQ+ support, and other support groups
- Seamless employee onboarding:** Effective onboarding is vital for employee integration and productivity. GCCs have designed comprehensive onboarding programs tailored to incoming employees' needs throughout the joining life cycle. Some best-in-class GCCs have established dedicated teams to internally seed talent for critical business needs, ensuring an accelerated onboarding process (onboarding turnaround time of less than five days for scaled business requirements). GCCs measure onboarding experience and performance using KPIs, assessing pre-boarding and onboarding at different intervals. These programs serve as a playbook leveraged globally by enterprises and other GCCs

Award Category

Stellar Distributed Work Model for the Future

WINNERS



SHORTLISTS



It was a fascinating experience to work with fellow jurors to analyze the innovation cases shared by GCC members. It is amazing to see the great innovation work being carried out in India. This progress is a positive sign as we transition from being a back office and shared services territory to becoming an innovation- and value-driven land with global-scale impact.

– **K. S. Viswanathan**, Vice President
(Industry Initiatives), nasscom

Award Category

Stellar Distributed Work Model for the Future

Amdocs



“It is a great honor to receive the prestigious nasscom GCC Business Award in the Stellar Distributed Work Model for the Future category. This award is testament to the remarkable efforts and achievements of the entire Amdocs team. It serves as a powerful reminder that when units work in collaboration, compelling outcomes are attainable. It’s a long-term journey, and we’ll continue to push boundaries, set new benchmarks, and keep making a positive impact in the industry.”

– **Rajat Raheja,**
Division President, Amdocs India

Amdocs India: Empowering Global Connectivity through Integrated Delivery Excellence

What started as an offshore center has transformed into a strategic site, spearheading Amdocs’ integrated and distributed work model for the future. Amdocs India has seamlessly integrated with our parent company, Amdocs, becoming a mature capability center supporting the operations of global customers, largely in the telecom and media domains. With a dedicated workforce of close to 50% of Amdocs’s global headcount, we touch the lives of 700 million subscribers worldwide.

Today, our India GCC has representation from all key functions and units such as product development, R&D, delivery, SI services, operations, and corporate functions, touching the lives of 90% of Amdocs customers across all regions.

Amdocs India manages select product lines and oversees transformative projects, with India-based leaders managing teams across Amdocs. As a global talent hub, our India GCC acts as a seeding site that leverages our talent to build competencies in other Amdocs locations.

Furthermore, Amdocs India hosts global customers at our state-of-the-art briefing center, fostering collaboration and demonstrating our capabilities.

In line with our customer-centric approach, we have aligned our Key Performance Indicators (KPIs) such as time to market, end-customer omnichannel experience, and revenue assurance with those of our customers. Our strong partnerships with the academia, industry bodies, and NGOs, combined with our internal culture of engagement, values, purpose, and accountability, have fostered innovation, solidifying our position as a mature and strategic GCC.

Award Category

Stellar Distributed Work Model for the Future

GSK India Global Services Private Limited



"I am honored to receive this award on behalf of all my colleagues. Their commitment to our company's purpose and our culture of being ambitious for patients, accountable for impact, and doing the right thing are the foundations for how we, together, will deliver for our patients, shareholders, and GSK people."

– **Mohan Patnaik**,
Vice President, and GCC Head, GSK



"I take great pride in being part of the GSK GCC, an organization that fosters a strong organizational culture, values employee engagement, prioritizes exceptional employee experiences, builds highly engaged and inclusive teams, and creates a conducive learning environment for future skills. Thank you nasscom, for recognizing the vision and leadership that make all this possible."

– **Divya Bijlwan**,
Director, GSK

Stellar Onboarding Experience

Our GCC was established in March 2021 with the mandate to support the separation of GSK's consumer business. We had around 12 months before the consumer business, now known as Haleon, was ready for spin-off. We aimed to be the best version of a GCC, making a significant impact across the enterprise through high performance.

At our GCC, we place great emphasis on fostering an organizational culture that allows people to thrive and contribute to their best potential. To promote this culture, we implemented measures such as our Excellence Awards, recognizing employees who consistently demonstrate GSK's values. Continued excellence is our endeavor to continuously improve how we work. It requires proactive identification and support of talent needs, as well as creating a learning environment for future skills. We believe that excellent performance is achieved by building highly engaged and inclusive teams, and to ensure this, we have undertaken several initiatives to foster team engagement.

As part of our commitment to diversity and inclusion, our GCC provides leadership development opportunities to all women leaders. We have established various networking and development forums to support their growth. Currently, women make up 41% of our workforce and hold 30% of senior leadership positions.

Leveraging digital technologies has been instrumental in recruiting, onboarding, managing, and engaging talent in our hybrid work atmosphere. This approach allows us to hire niche skills and successfully drive and deliver global programs. We are proud to share that our excellent onboarding practice has been recognized by global leadership. As a result, it has been adopted in various other GCC locations within GSK and other GSK offices, further contributing to the success of our organization.

Award Category

Stellar Distributed Work Model for the Future



“The world-class talent and capabilities at Lowe’s India have played a phenomenal role in driving mission-critical operations and supporting the key priorities for our company. Over the past three years, we created and perfected a global operating model that ensured functional portfolios lie with a leader in a specific location, while they build expertise in an area and deliver value to the business. This helped us attract top talent, scale our tech stack, and propel Lowe’s India from a GCC to an innovation hub for the business.”

– Ankur Mittal,

SVP – Technology and Managing Director, Lowe’s India

Lowe’s Services India Pvt. Ltd.



Streamlining Job Family Frameworks in Tech for a Strong Distributed Work Model

Lowe’s India and US offices employing more than 300,000 associates function as one team, working toward a common goal – for Lowe’s to become the world’s best customer-centric omnichannel retailer. Lowe’s tech teams create intelligent, intuitive, and harmonized products that deliver delightful customer and associate experiences.

Our tech teams are spread across India and the US, and, until recently, their career paths differed based on local industry norms and markets. For better integration and collaboration across the global workforce, Lowe’s launched Job Role Architecture (JRA), which harmonized the workers’ career paths and architecture to ensure consistency across global teams and remain competitive in the respective markets. We adopted JRA across the technology organization globally, and it formed a key pillar of our distributed work model by:

- Enabling us to be competitive in the talent market
- Attracting top talent and retaining current talent
- Bringing in the skill sets we need
- Homogenizing career paths and ensuring our people are compensated at the market level

JRA also enabled us to streamline our job family framework and structure to attract, develop, and retain best-in-class talent. It:

- Modernized global technology roles
- Streamlined job families and titles
- Enriched development opportunities
- Simplified the organizational structure
- Aligned the compensation structure with the market

Award Category

Stellar Distributed Work Model for the Future

Lowe's Services India Pvt. Ltd.



"Lowe's India is an embodiment of our global business ethos and that reflects in the way our associates do everything. Our distributed work model is not only defined by the work we do, but also by how well we bring associates together, lead them to a unified mission, and ensure that everyone feels the same sense of belonging, camaraderie, and pride at the workplace. This recognition is testimony to the fact that we are headed in the right direction."

– **Mohith Mohan,**

Vice President, Human Resources,
Lowe's India

To strengthen Lowe's as a modern tech organization with a robust learning culture, the Lowe's University Tech Institute (LUTI) was set up to upskill and develop Lowe's tech talent. The institute offers upskilling opportunities for leaders and associates to continue to learn, take meaningful action, and deliver compelling results.

Award Category

Stellar Distributed Work Model for the Future

TransUnion Global Capability Center India



“Our global capability centers are key to the organization’s growth strategy. TransUnion’s GCC network employs best-in-class talent pools around the world, helping lead innovation and transformation with an unwavering focus on customer experience, offering global scalability, and delivering value for the organization.”

– **Debasis Panda,**

SVP and Head, TransUnion Global Capability Center India



“Our unique talent operating model – TU Connect – grooms top-notch engineering talent to accelerate our business transformation and drive greater global efficiencies for consumers and customers worldwide as we make trust possible in the modern economy.”

– **Vijendra Pratap Singh,**

Director, Operations, TransUnion Global Capability Center India

TransUnion’s Stellar Distributed Work Model for the Future — a Network of Persona-based GCCs as Centers of Innovation and Transformation

TransUnion GCCs are innovation and transformation hubs that enable TransUnion to execute its enterprise strategy via a global operating model with robust scale and scope. The distributed network of persona-based GCCs enable an “always-on” workforce that provides 24-hour service to our customers worldwide. The GCCs offer robust infrastructure, location advantages, and highly trained and talented workforces. They provide coverage across multiple languages, business continuity, and operational resilience for various markets and global functions.

TransUnion GCCs scaled from 25 associates in India to more than 4,300 associates in seven centers across four continents in five years. They account for 35% of the organization’s overall workforce and support more than 30 markets. TransUnion GCC India, with a network spanning Chennai, Pune, Bangalore, and Hyderabad, is the largest TransUnion GCC, accounting for 25% of the organization’s total workforce. The India teams provide cutting-edge capabilities, with a focus on driving higher efficiencies and seamless experiences for customers worldwide through a next-generation operating model and deploying a unique talent operating model — TU Connect.

TU Connect is a comprehensive, global, and inclusive program involving seven experiential learning and problem-solving initiatives across our enablement teams and is closely aligned with TransUnion’s values and beliefs. The initiatives help foster a culture of associate-driven excellence and an elastic internal talent marketplace.

This global program, incubated at GCC India, has helped create a future-ready workforce by bringing associates together through enhanced collaboration in a hybrid work model, enabling our teams to solve business and operational challenges while developing a continuous learning mindset. As many as 40% of the workforce has participated in a TU Connect initiative, helping foster a culture of excellence and innovation and creating a deep knowledge base and expertise for all of TransUnion.

Award Category

Leadership in New Capability Specialization Award

Over the years, Global Capability Centers (GCCs) have played a vital role in supporting various areas for their global enterprises, with cost arbitrage being a primary lever. They have traditionally focused on functions such as finance and accounting, HR, and IT. However, their scope has expanded over the years, and they are now taking on additional strategic and value-add responsibilities. Notably, GCCs are positioning themselves as strategic business partners, helping their parent organizations meet their top-line objectives.

This award recognizes GCCs that have extended their support beyond traditional areas and are playing a

critical role in scaling and building capabilities in non-traditional areas that align with enterprise-wide priorities. New capability development refers to identifying, acquiring, and enhancing additional skills, expertise, and resources to meet evolving business needs and support organizational growth. These capabilities can include specialization in niche areas such as vendor management, sales enablement, new channel management, change management, transformation management, customer/user experience, business relationship management, Environmental, Social, and Governance (ESG), and others.



Core Differentiators for Trailblazers

Trailblazer GCCs have moved beyond supporting traditional functions and started delivering strategic business priorities for the enterprise. They now participate in key decision-making processes and play an active role in shaping the enterprise's future direction. These trailblazers have aligned their new capability development efforts with their enterprises' strategic objectives and priorities by understanding the business' future direction, identifying emerging needs, and determining approaches or strategies that help achieve those goals.

Some of the core differentiators for these GCCs include:

- They identify new areas of growth and specialization that do not necessarily exist in that shape and form in any other part of the organization:** Leading GCCs use their existing roles and influence within enterprises to serve as a launch pad to foray into new work areas. Their trust, knowledge, collaborative partnerships, and technological advances provide a solid foundation for expansion. For example, the GCC of a leading North American industrial services company built a business case to set up customer engagement and experience capabilities (that were not present elsewhere in the organization), which created a significant top-line impact, including revenue growth and expansion into new lines of business
- They leverage their existing capabilities to build adjacent capabilities:** Best-in-class GCCs engage closely with their parent enterprises, gaining deep insights into their operations, challenges, and opportunities. This knowledge equips them with a unique understanding of their enterprise's needs and aspirations. For instance, leading GCCs are leveraging their tech capabilities to scale into new solutioning areas that have enterprise-wide impact
- They explore new roles that go beyond their traditional scope:** Trailblazers GCCs do not limit themselves to specific functions but offer a broad range of services across domains. For example, GCCs building HR capabilities after they have found success in Finance is not necessarily new capability development

Examples of new capabilities built across non-traditional support areas

Customer experience and engagement

Trailblazer GCCs are aligning or integrating with broader enterprise goals, with an increasing focus on driving the one-organization mindset. They are adopting the customer-first approach as compared to typically looking at onshore teams as immediate customers. In this pursuit, these GCCs have built customer-centric capabilities, such as customer service and experience management. Additionally, they demonstrate high accountability and ownership across capabilities and outcomes to achieve superior business results. These GCCs have become

Core Differentiators for Trailblazers

instrumental in enhancing customer interactions, leveraging data analytics and automation, and building personalized customer approaches.

For example, the India GCC of a leading supply chain software company built its user experience capability from scratch, playing a key role in conceptualizing and designing the entire solution life cycle. It also has end-to-end ownership across multiple functions, including engineering, customer training, and technical support.

Supplier/Vendor management

There is growing evidence of the best India GCCs not only managing end-to-end supplier relationships, but also demonstrating their ability to coordinate with a wide range of stakeholder groups, including the external ecosystem (start-ups, universities/academia, tech partners, and industry bodies). Additionally, these GCCs leverage their supplier databases to unlock whitespace opportunities for the enterprise.

For instance, the India GCC of a UK-based pharma company proactively identified the opportunity to centralize the vendor management function and set up a CoE to manage end-to-end clinical operations. This effort led to a 30% reduction in costs associated with clinical workstreams. The GCC also strengthened its position as a valuable partner with the potential to lead several initiatives on new capabilities.

In another case, the India GCC of a hi-tech enterprise set up a dedicated team that gathers supply chain intelligence from its customers' vendors/suppliers. The GCC leveraged its strong supplier ecosystem to shape its product evolution strategies and even created opportunities to turn suppliers into paying customers.

Data analytics and insights

Leading GCCs are scaling niche data analytics capabilities to provide advanced insights and analytics-driven decision-making support. By leveraging data from various sources, these GCCs analyze trends, identify opportunities, and drive data-informed strategies across the enterprise.

For instance, the India GCC of a global beverages brand has a dedicated team that focuses on building new business solutions in advanced analytics. The team engages with multiple business functions (category management, in-store transformation, and shoppers' insights) to develop integrated approaches to solve whitespace opportunities. Additionally, it has leveraged the local startup ecosystem and college graduates to test and launch innovative proofs of concept. The GCC has cemented its position as a true value partner by generating a 100x ROI through its innovative products portfolio.

Digital transformation and innovation

Best-in-class GCCs have taken on a prominent role in driving digital transformation initiatives within their enterprises. This includes leveraging emerging technologies such as AI, ML, RPA, and blockchain to streamline processes, enhance efficiencies, and drive innovation across functions. Their adoption of emerging technologies

Core Differentiators for Trailblazers

enables them to provide holistic solutions in new work areas, empowering their parent enterprises to thrive in a rapidly evolving digital landscape.

For example, the India GCC of a manufacturing company established digital factories and accelerators across all areas of transformation (customers, employees, processes, supply chain, and manufacturing) to build the foundation for their product design team. The team was responsible for ensuring consistent user experience. Its efforts have led to a 60% improvement in efficiency, lower development costs, and higher user satisfaction. Similarly, the India GCC of a leading bank has positioned itself as a launch pad for innovative technologies such as blockchain to streamline and optimize banking processes.

ESG

A growing number of India GCCs are helping their enterprises meet their sustainability and ESG agendas by integrating sustainability and CSR considerations into their operations. For instance, the India GCC of a US-based manufacturing company is scaling expertise in product circularity to advance the enterprise's agenda of sustainable innovation. The GCC is also responsible for capability building and establishing the foundation for the enterprise's product circularity agenda.

Further, the India GCC of another manufacturing company has conceptualized and built a carbon tracking tool and plans to scale the tool across regions for an enterprise-wide impact.

The way forward

The evolving role of GCCs reiterates their transformation from cost centers to value creators. Best-in-class GCCs drive strategic outcomes, enable digital transformation, deliver exceptional customer experiences, and support overall organizational success. Through their trailblazing efforts in areas such as customer experience, supplier/vendor management, data analytics, digital transformation, and ESG, these GCCs are redefining their value proposition for their enterprises. By aligning their capabilities with strategic objectives and priorities, these organizations are becoming indispensable partners in achieving enterprise goals.

As businesses continue to evolve, the partnership between enterprises and GCCs will play an increasingly vital role in achieving sustainable growth and success in the global marketplace.

Award Category

Leadership in New Capability Specialization Award

WINNERS



JOHN DEERE



PEPSICO

PHILIPS



Swiss Re

SHORTLISTS



BARCLAYS



BNY MELLON



fiserv.

GSK



resilinc



wtw



As a juror for the nasscom 2023 GCC awards, I was thoroughly impressed by the level of innovation and expertise showcased by the participating companies. The finalists truly demonstrated their ability to leverage cutting-edge technologies and deliver impactful solutions that have the potential to reshape industries. It was a privilege to be a part of the judging process and experience the incredible strides being made in the GCC landscape.

– **Deepak Visweswaraiyah**, Vice President, Platform Engineering and Site Managing Director, Pegasystems



"I am extremely proud of our win in the Leadership in New Capability Specialization category that recognizes our investments in building new capabilities such as the HSBC Orion, our strategic platform for tokenized assets, which is a big innovation for developing digital asset solutions using DLT. We have also harnessed technology to deliver HSBC UniTransact, a digital proposition that simplifies cross-border transactions under one platform for currency-regulated markets. Furthermore, we delivered a central group ESG Data Capability application that serves a wide range of data requirements for ESG and climate reporting while powering new solutions for the climate crisis and supporting the transition to a low-carbon future."

– **Pradeep Menon,**
Managing Director and Head,
HSBC Technology India



"HSBC UniTransact is built on the transformational pillars of digitization, scalability, and sustainability. The team followed design thinking methodology, including continuous engagement of end customers and the operations staff, to deliver and validate user journeys. The simple and modern architecture (API led) was coupled with agile methodology for fast-paced software delivery to digitize/automate payment processing. In addition to numerous market-first features, such as a one-stop-shop dashboard for customers, cross-border inward remittance tracking, and digital two-way communication between staff and customers, HSBC UniTransact has made a significant contribution to HSBC's net-zero carbon footprint – saving approximately 160 tonnes of CO2 annually in our pilot market alone."

– **Vishnu Lamba,**
Delivery Head – Wholesale IT,
HSBC Technology India

Award Category

Leadership in New Capability Specialization Award

HSBC Technology India



Accelerating Our ESG Strategy through Technology Solutions

Over the past two decades, HSBC Technology India (HTI) has built an organization that is nimble and agile in delivering engineering excellence. The firm has been at the forefront of innovation, building new capabilities aligned with the bank's business strategy.

HSBC considers Distributed Ledger Technology (DLT) as one of the key technologies that will redefine business and operating models across the end-to-end asset life cycle. In 2017, we set up a DLT technology CoE in India that delivered our proprietary tokenization bond issuance platform using blockchain. HSBC Orion enables the creation of a seamless workflow through the life cycle of a digital tokenized bond issuance and secondary trading, reducing administration costs and delays.

Built on DLT, HSBC Orion offers immutable data for bond information and time-stamped, cryptographically signed transactions and clients' digital bonds to be held in digital securities accounts kept on the platform. The team has also developed ESG Data Capability, a customer-centric application that helps to build contextual data assets, ESG models to our businesses, and ESG-critical KPIs/KCIs for regulatory reporting.

Envisioning our growth through the ESG lens, we have also mobilized technology to address ESG challenges and speed up the transition to sustainability, driving center-wide initiatives on environmental practices that support our ambition to achieve net-zero operations and supply chain by 2030. To engage employees effectively with our ESG strategy, we have also formed inclusive cross-disciplinary communities to educate, influence, and drive initiatives on environment-friendly practices.

Award Category

Leadership in New Capability Specialization Award



“ETEC’s deep engagement across Deere positions it uniquely as a transformative ground of digitalization and technology, as the company makes its customers more profitable, productive, and sustainable in their businesses.”

– **Ritu Raj**,
Global Director, Enterprise
Engineering, US,
John Deere

John Deere India Private Limited



JOHN DEERE

Scaling and Delivering Value for Customers Globally through Deep Engagement across Deere, Focused Capability Building, and a Strong Talent Ecosystem

John Deere’s Smart Industrial strategy is designed to unlock new value for customers and help them become more profitable and sustainable while simultaneously revolutionizing the agriculture and construction industries through rapid introduction of new technologies. The three focus areas of Deere’s enterprise operating model are production systems (how our customers get work done), technology stack (how hardware / devices / software / connectivity / data platforms / applications help develop next-generation machines and services), and lifecycle solutions (providing customer support for the complete life cycle).

Deere’s Enterprise Technology & Engineering Center (ETEC) India has built many capabilities over the past 15 years. Three areas in which ETEC India has built new capabilities and proved to be a valuable partner for our parent firm are:

- **Product circularity:** Deere has set three product circularity goals as part of its 2030 commitment: 65% recycled/sustainable materials at the start of the product life cycle, 95% recyclability at the end of the product life cycle, and 50% revenue growth for the remanufacturing business. The ETEC team has created a framework for rigorous baselining of the product circularity goals and identified actionable pathways to achieve these goals
- **Vehicle-specific information access for customers:** The ETEC team connected with global dealers to identify customers’, dealers’, and technicians’ pain points. The key concern across all stakeholders was having digital access to their machine-specific technical information. ETEC leveraged expertise from across the product support, IT, data analytics, engineering, and quality assurance teams to architect this solution

Award Category

Leadership in New Capability Specialization Award

John Deere India Private Limited



JOHN DEERE



“The ETEC talent ecosystem has a proven track record of accelerating the incubation of new capabilities and scaling deployment across enterprise business units to deliver value for our customers. This award recognizes ETEC’s talent, capabilities, and culture of making a difference.”

– **Maneesh Pant**,
Business Director, Enterprise
Technology & Engineering Center,
John Deere

The team spearheaded the effort on multiple fronts, including database migration, new structures, process modifications, and training, which provided a differentiated experience to John Deere customers

- **Global IP services:** The Global IP Services India team supports innovation globally through technology white space analysis, patent landscape studies, competitive intelligence, and ideation. This support helps the business to identify technology trends and enjoy a competitive edge. It protects Deere’s IP by providing timely and qualitative services, such as prior art / patentability studies and helps avoid risk through freedom-to-operate and patent invalidation studies



"We are proud to win the award for Leadership in New Capabilities. Within a mere four years of existence, PepsiCo GBS India has been instrumental in fueling PepsiCo's growth by building new capabilities with a strong digital foundation. Our team has successfully addressed whitespace opportunities by leveraging digital innovation, great talent, process excellence, and effectively utilizing emerging technologies. Digital Factory and Demand Accelerator are the two vital new capabilities we have fully developed in India. These solutions have effectively transformed data insights into actionable strategies, resulting in significant successes for the organization."

– **Deshant Kaila**,
Managing Director,
PepsiCo GBS India



"The Demand Accelerator (DX) engagement started in 2021 as an experimental venture to build new capabilities for driving advanced business analytics solutions. Over the course of two and a half years, it has emerged as a true transformation partner, delivering immense business value. By prioritizing talent and knowledge ecosystem development with the ability to forecast business and market needs, we have established deeper engagement with the business. This alignment is in accordance with the company's strategic priorities."

– **Priya Anantharaman**,
Lead, Consumer Marketing and
Insights, PepsiCo GBS India

Award Category

Leadership in New Capability Specialization Award

PepsiCo GBS India



Accelerating Performance with Global Capabilities

At PepsiCo, we take pride in the fact that our products are enjoyed by consumers more than one billion times a day across over 200 countries and territories worldwide. Our vision is to be the global leader in convenient foods and beverages by winning with PepsiCo Positive (pep+). pep+ is our strategic end-to-end transformation that places sustainability at the core of our value creation and growth strategy. We are committed to operating within planetary boundaries and driving positive change for the planet and people.

We are actively strengthening our capabilities, reducing costs, and transforming our culture to achieve this vision. Our Global Business Services (GBS) function is a vital component of this transformation. Since its establishment in 2019, GBS has played a strategic role in driving PepsiCo's growth. With a team of over 7,000 skilled associates, GBS leverages our global scale to build capabilities, drive agility, and deliver productivity.

GBS collaborates closely with teams throughout the organization, providing the right solutions at the right time and cost to overcome complex business challenges. Our focus is on standardizing, simplifying, and automating processes and solutions at scale, enabling everyone to perform more efficiently. GBS comprises seven functions: financial planning, human resources, consumer, marketing and engagement, supply chain, sales, and strategic procurement. These functions operate across seven hubs in India, Russia, Poland, Mexico, Egypt, China, and Spain. In India, Hyderabad Business Services (HBS) is the local division of PepsiCo GBS.

Award Category

Leadership in New Capability Specialization Award

Philips Innovation Campus – Bengaluru

PHILIPS



“The GCC has several services that are run by teams with end-to-end ownership. They have complete global responsibility and possess the authority to make decisions for the entire enterprise. In other words, the buck stops with us here.”

– **George John**,
Vice President, Global IT
Infrastructure and
Head of India IT, Philips

Transforming GCC to a Global Strategic Hub for Driving Digital Transformation

Our journey at the GCC has been nothing short of spectacular over the past decade. We have evolved from a captive center to a strategic hub for our digital capabilities. Our multiyear strategy based on delivery excellence, ownership, and maturity has driven our organization’s transformation. Today, we are a customer-focused, platform-based, architecture-led, services-driven, and data-centric agile organization.

Our key focus areas include:

- **Driving impact, speed, and experience:** The GCC plays a vital role in enabling our health-tech businesses to unlock new business models, create seamless customer experiences, and accelerate growth through automation
- **Building partnerships and driving value:** GCC leaders have built direct partnerships with sales leaders, collaborating to build new capabilities and creating a roadmap for transformation. This partnership serves as a key input for our transformation portfolio
- **Building capabilities and careers:** With the growing complexity of our business function, having GCC leaders with domain expertise becomes imperative. We support our leaders in effectively navigating challenges and aligning with our enterprise’s strategic objectives through regular training and mentorship programs. This helps us build a future-ready, globally competent talent pool
- **Maturing toward product-centric IT:** The GCC facilitates transformational and disruptive changes in the Philips IT Technology landscape by leveraging the local ecosystem and the GCC procurement team. Supplier relationships, such as strategic suppliers and reciprocation agreements, are managed from the GCC

Award Category

Leadership in New Capability Specialization Award

Philips Innovation Campus – Bengaluru

PHILIPS



“As a GCC, we prioritize not only the ownership and delivery of technology capabilities but also the enabling areas such as procurement, vendor management, business excellence, and regulatory compliance.”

– **Sriram Balasubramanian**,
Director, Global CRM and IT Site
Leader - Chennai, Philips

Today, we deliver excellence to our customers and the parent organization through world-class platforms from the GCC. With 40% of the strategic global IT leadership presence at the GCC, decision-making has shifted to India. Our India hubs are now driving multiple global transformational initiatives, envisioning, strategizing, owning, and executing them to perfection.

Award Category

Leadership in New Capability Specialization Award

Swiss Re Global Business Solutions India



"I am deeply honored to accept the esteemed Leadership in New Capability Specialization Award on behalf of Swiss Re GBS India. Over the years, our team in India has established itself as a pivotal capability center for the global Swiss Re business, excelling in the domains of business, data, analytics, and technology. Our relentless commitment has helped us to successfully deliver global solutions that enhance resilience worldwide. By continuously delivering and scaling critical capabilities, Swiss Re GBS India contributes to the talent landscape in the country. This recognition fuels our determination to push boundaries and create a more resilient future."

– Amit Kalra,
Head, GBS centers, India

Building Capabilities and Solutions

Over the course of 20 years, Swiss Re GBS India has transformed itself from a Shared Service Center (SSC) to a Business Solution Center (BSC). We achieved this transformation by providing a diversity of functions, working closely with global leaders, and supporting the expansion of complexity across the value chain.

As we take the mantle ahead, Swiss Re GBS India has incorporated the Reinsurance Solutions team in India, aligning with the parent organization's global setup. Our mandate for the Solutions India team is to become the key capability center, encompassing important roles such as Product Managers, Product Marketing professionals, Product Owners, Solution Architects, Data Science experts, and Analytics specialists. A significant milestone for Swiss Re Solutions is the establishment of global capabilities in India. This enables us to facilitate and accelerate product launches and effectively manage the end-to-end product life cycle.

In just 18 months, our team was instrumental in supporting the Swiss Re Group in launching multiple solutions in the market. Notable among these solutions are:

- **Rapid Damage Assessment (RDA):** This is a catastrophe claims management platform (patent pending) that empowers insurers to stay ahead of their claims. RDA enables them to predict, prepare, and respond to catastrophe events with agility. By utilizing RDA, clients are able to effectively control their claims expenses and improve operational efficiency
- **Parametric Costing Platform (PCP):** This data-driven tool is designed for developing NatCat parametric insurance products. It brings a remarkable 90% efficiency to the parametric product development process. PCP is capable of analyzing 4-6 million datasets for each location within a matter of seconds. Its exceptional capabilities were recognized and acknowledged in the Swiss Re 2022 annual report

Award Category

Leadership in New Capability Specialization Award

Swiss Re Global Business Solutions India



“We are extremely grateful to nasscom for recognizing Swiss Re’s efforts in scaling product innovation and our commitment to delivering state-of-the-art insurance solutions. Swiss Re GBS India is further driving these efforts through its extensive capabilities and talented workforce. This recognition motivated us to persistently strive toward shaping the future of the insurance sector.”

– **Jitender Bahri**,
P&C Solutions Operations Head
and Hyderabad Site Lead, Swiss
Re GBS India

- **Analytics team solutions:** Our Analytics team has delivered multiple solutions to both insurance and non-insurance clients, marking a significant achievement for Swiss Re. Leveraging Machine Learning (ML) and other analytical tools, we have developed solutions such as INKA (Insurance KPI Analyzer) and Geo Risk score. INKA provides comprehensive analysis of insurance key performance indicators, while Geo Risk score utilizes ML-based risk scoring for actuarial pricing

The India Reinsurance Solutions team currently comprises over 100 out of 300 global associates, establishing itself as a key capability center for Swiss Re in the digital, data, and technology space. Through our team’s efforts, we have been delivering global solutions that contribute to making the world more resilient. With Reinsurance Solutions, Swiss Re GBS India is actively reinforcing Swiss Re’s talent landscape in India by delivering and scaling critical capabilities that align with Swiss Re’s strategic objectives.

Award Category

Rising Star

This award recognizes early-stage GCCs (those set up in or after June 2019) that have established themselves as a valuable source of talent and innovation for their global enterprises in an incredibly short span of time. 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.

During the COVID-19 pandemic, these newly established GCCs had to not only navigate the typical hurdles that face a new organization but also tackle the pandemic's volatile disruption without a playbook to guide them. However, many of these emerging GCCs surmounted the hurdles and surpassed expectations to deliver exceptional value for their enterprises.

In fact, these Rising Stars have been able to demonstrate tangible value for their parent enterprises in less than three years – which is no mean feat considering that it typically takes 5-8 years to demonstrate value beyond cost savings.

The Rising Star GCCs have demonstrated the model's efficacy and credibility, regardless of their industry or functional focus. Many organizations chose India to open their first GCC to capitalize on the country's robust ecosystem, skilled talent pool, and cost advantages. In many instances, work was insourced from third parties, either at the time of the GCC's establishment or afterward. Notably, these GCCs effectively delivered on the insourced components and yielded better outcomes than previous arrangements, further increasing enterprises' confidence in the model.



Core Differentiators for Trailblazers

The notable features that distinguish trailblazer GCCs in this category from their counterparts are:

- **Building GCC vision and culture:** Rising star GCCs also significantly focus on building GCC long-term vision and organizational culture. As organizations who are or will evolve into strategic partners for the enterprise, building organizational vision and culture is vital for providing direction, aligning employees, fostering engagement, attracting talent, promoting adaptability, and enhancing customer satisfaction, leading to long-term mutual success and growth
- **Value quantification and articulation:** While arbitrage-led cost savings is table stakes, there is an emphasis on quantifying and highlighting impact beyond just arbitrage. The importance of measuring and showcasing value creation in terms of revenue impact, customer experience, and global reach is a lesson that these Rising Stars have learned and embraced early on
- **Enhanced customer experience:** Trailblazer GCCs play a vital role in improving customer experience. They understand the importance of creating seamless and unified customer journeys and play an important role in facilitating them from the beginning
- **Innovation-first mindset:** Best-in-class GCCs are committed to innovation. Further, their scope and span of innovation is not restricted to improving internal efficiencies, but involves leading product innovation for their enterprises
- **Collaboration:** Leading GCCs realize the benefits of collaborating with the external ecosystem early on and are, thus, fostering partnerships with startups, academic institutions to develop the capabilities they need to deliver enhanced value
- **Gaining operational efficiencies:** Rising Star GCCs have made achieving operational efficiencies and streamlining processes a significant element of their growth charter from the get-go. Automation has played a crucial role in this, and it is clear that as they are bringing new processes into the GCC, they are seeing automation go hand-in-hand with humans
- **Enterprise-level impact and ownership:** Trailblazer GCCs drive significant impact and end-to-end ownership of projects – from conceptualization to delivery – thereby delivering meaningful outcomes for the enterprise
- **Talent development:** Rising Star GCCs have prioritized talent development, are working to improve their employee value propositions, and focusing on diversity. Many engage with universities and campuses to create a pipeline of high-quality talent

Award Category

Rising Star

WINNERS



SHORTLISTS



The quality of all the case studies was high and I was hugely impressed by everything achieved. However, the winners really were the Rising Stars!

– J. P. Johnny McQuoid, Managing Director, Group Business Services, BT



It was wonderful to see the progress made by early-stage GCCs in the country. The winning teams truly deserve the awards and congratulations for their achievements. Thank you nasscom and Everest Group for having us over for the jury rounds!

– Pradeep Menon, Managing Director and Head, HSBC Technology India

Award Category

Rising Star

Meet MassMutual India



“MassMutual India is built on the strong principles and core values of “live mutual.” We believe in creating value through our work. There is no dearth of possibilities, and, with a focused approach to real-time problems, we can make a difference to the communities in which we live. We are humbled by this recognition and will continue to raise the bar for ourselves, leaving a strong footprint to inspire future generations.”

– **Ravi Tangirala,**
Head, MassMutual India



“MassMutual India has become a mature organization in a short span of time. We have set our standards high, and we are moving toward our goals with a change mindset. Quick thinking, a solution-centric mindset, and never-say-die attitude make MassMutual India a highly performance-driven workplace. It's an absolute honor to be recognized by nasscom as a Rising Star at this early stage.”

– **Kartik Ayalh,**
Director, Quality Assurance,
MassMutual India

In March 2019, Massachusetts Mutual Life Insurance Company (MassMutual) opened its global capability center in Hyderabad, India. In just three years, MassMutual India has significantly contributed to the accelerated growth of business and technology delivery for our parent firm.

The global leadership consistently emphasizes the organic growth of digital capabilities and envisions establishing a value-centric organization that leverages a robust technology ecosystem and the rich Indian talent pool. The India GCC is aligned with our founders' vision of “helping people secure their future and protect the ones they love,” and our solid work to achieve that vision has helped us expand from a headcount of 0 in 2019 to more than 1,500 today.

We have established multiple CoEs dedicated to data, production support, quality assurance, and web development, with a strong focus on innovation. These innovation centers have delivered new strategies in the domains of API and microservices, web application development, data engineering, AWS, data quality, infrastructure, and information security.

Notably, these CoEs have allowed us to achieve 80% automated test suites, a 25% reduction in the time-to-market technology rollouts, and a 98% quality score for business transactions processed. We are currently responsible for the entire technology operations support function, which testifies to our parent organization's increased trust and confidence in us.

To build a culture of diversity and innovation, MassMutual India launched the campus outreach program to partner with the best academic institutions and establish innovation labs in their institutions that train students in futuristic technologies such as AI, ML, advanced data analytics, and RPA. We also take immense pride in our partnership with Telangana State Tribal Welfare (and Social Welfare) Residential Educational Society, as part of which we have mentored, trained, and employed more than 100 socially disadvantaged female students so far.

Award Category

Rising Star

Micron Technology Operations India LLP



“Micron India is the fastest-growing GCC in the Indian semiconductor industry, having expanded to a headcount of 3,500 in under four years of operations. Through a razor-sharp focus on innovation-led execution, best-in-class CoEs, state-of-the-art labs, and top engineering talent acquired via a strong university collaboration, Micron India is playing a significant role in driving Micron’s technology and product leadership in memory and storage.”

– **Anand Ramamoorthy**,
Managing Director, Micron India

Accelerated Growth with Innovation-led Execution, Best-in-class CoEs and High-impact Academia Collaboration

As a leader in innovative memory solutions, Micron is helping the world make sense of data by delivering technology that is transforming how the world uses information to enrich life for everyone. Through our global brands – Micron and Crucial – we offer the industry’s broadest portfolio. We are the only company that manufactures today’s major memory and storage technologies: DRAM, NAND, and NOR.

Micron India is one of the fastest-growing firms in the Indian semiconductor industry, growing to a headcount of 3,500 in under four years of operations. Through a razor-sharp focus on innovation-led execution, best-in-class CoEs, state-of-the-art labs, and access to top engineering talent via strong university collaborations, Micron India is playing a significant role in driving Micron’s technology and product leadership in memory and storage.

Micron India has spearheaded the design and development of numerous industry-leading NAND and DRAM products, generating a combined lifetime revenue of billions of dollars.

When we started Micron India’s operations four years ago, we had a tall order before us. As a young site, we had to hire, scale, and learn. But we also decided early on to make innovation an integral part of how our engineers think and teams deliver, leading to a 14x growth in patents and a 23x rise in the disclosure count over the past three years.

Our academia collaboration is based on Micron India’s University Research Alliance of Micron (URAM) framework to build stronger partnerships with Indian universities that focus on fostering research, innovation, and collaboration with some of the brightest minds in the country. The alliance brings together more than 20 academic institutions and faculty experts, advanced research labs, student communities, industry associations, start-ups, and government agencies to further research, education, and innovation in memory design.

Award Category

Rising Star

Providence India



“Our healthcare global innovation center in India reimagines care by delivering digitally enhanced experiences to patients, caregivers, and the communities we serve. We have grown fast and are looking at tripling our headcount in two years. Working at the intersection of compassion and innovation, we are leveraging data-driven digital platforms and services to elevate the patient/consumer experience. Our game-changing model is poised to help US health systems lead with transformation in healthcare.”

– **Murali Krishna**,
Country Head and Chief Global
Officer, Providence India

Enabling Technology-led Healthcare and Innovating to Improve the Care Experience

Among the largest US healthcare systems – with a network of 51 hospitals, 950+ care clinics, and 117,000 caregivers – Providence established its footprint in India in February 2020 to digitally accelerate its roadmap for Healthcare 2.0 – a value-based healthcare model that puts patients at the center of care.

As a world-class healthcare global innovation center, Providence India has built cutting-edge healthcare technology capabilities, including product and software engineering, data analytics, cybersecurity, and cloud infrastructure. In just three years, Providence India has driven infrastructure modernization and strengthened cybersecurity and modern engineering practices to help Providence reduce operating costs, improve caregiver and patient experience, and manage the ongoing clinical and operational workforce crisis in healthcare. Today, Providence India has a workforce of 1,000 and continues to add best-in-class talent and capabilities to its portfolio. In 2022, Providence India established an enterprise services arm, which offers its proven capabilities in healthcare technology to other US health systems. This helps Providence to continue to provide affordable, accessible, and equitable care to patients.

With a strong values-driven culture rooted in its rich legacy of compassion and care, award-winning employee experience and DEI programs and best-in-class benefits, an innovation-led culture and a future-focused approach to building skill sets and leadership capabilities, Providence India is proud to be recognized as a nasscom GCC Rising Star.

Award Category

Rising Star

Roche Information Solutions India Pvt. Ltd.



“As healthcare data is set to grow, digital medical algorithms can generate actionable insights, which physicians can use to start delivering on the promise of personalized healthcare. With navify Algorithm Suite, clinicians can easily order the medical algorithms they need from Roche, other providers, or process their own, to get enhanced insights that improve patient care.”

– **Moritz Hartmann**,
Global Head, Roche Information
Solutions at Roche Diagnostics



“Our Pune Global Digital GCC has grown from strength to strength, driven by the trifecta of differentiated employee value proposition, relentless pursuit of excellence, and a comprehensive focus on both internal and external ecosystem partnerships. Our vision is to become the preferred partner for all of Roche’s digital needs and a significant contributor to India’s technology ecosystem.”

– **Raja Jamalamadaka**,
Managing Director, Roche
Information Solutions India
Private Limited

Transforming Healthcare through Innovative Digital Solutions

Back in 2020, Roche recognized the digitalization wave rapidly disrupting healthcare and established a separate digital health business – Roche Information Solutions. As part of this initiative, the Pune office became one of Roche’s Digital Centers of Excellence.

The vision for the Pune Digital Center was clear: to create a Value GCC rather than a cost arbitrage center, where success would be measured not only by cost savings but also by the value we bring through our products, execution excellence, innovation, thought leadership, and IP. To fulfill these goals, and to attract and retain top talent, we devised a differentiated employee value proposition, focused on brand building in India, offered class-leading employee benefits, and designed the office as a state-of-the-art experience and ecosystem zone that goes beyond a typical workplace.

Furthermore, we fostered strong ecosystem partnerships in India with academia, trade bodies, start-ups, industry associations, and nonprofits that not only enabled deeper geographic connections but also promoted CSR initiatives and hybrid innovation.

The concrete steps taken during the foundation and formative stages of the Roche Pune Digital GCC have yielded stellar results. Within a span of two years (after Roche Information Solutions India GCC was formed), Roche has established itself as a reputed voice in India’s healthcare digital space, with our leaders being invited to speak as thought leaders at prestigious industry forums. In its first attempt, Roche Information Solutions India GCC was rated as a Great Place to Work with class-leading scores.

Our team members have participated in global teams that filed four patents and developed several medical algorithms. Moreover, the presence of several global leadership roles in Pune has helped the rollout of several cutting-edge healthcare digital products from the site, including a groundbreaking suite of medical algorithms that provide clinicians with enhanced insights to improve patient care.

Award Category

Rising Star

FCAIT Automotive India Pvt. Ltd.



Transforming Stellantis into a Software-driven Mobility Tech Company

In the two years since its inception, Stellantis ICT India has demonstrated tremendous capabilities in incubating, scaling, and developing talent for cutting-edge technologies such as ADAS/AD, data science, AI/ML, technology platforms, RPA, cloud, and cybersecurity. It has made a significant impact on the business across multiple dimensions, including revenue generation, cost savings, customer satisfaction, sustainability, and operational excellence. Stellantis ICT India actively fosters a culture of cross-cultural collaboration with global teams in North America, Europe, and APAC, driving holistic growth and synergies throughout the organization.

Moreover, at Stellantis ICT India, we place great emphasis on sustainability and carbon neutrality. Every initiative undertaken by us considers how it can contribute to achieving the company's long-term strategy, DARE FORWARD, which aims to reach carbon-net zero status by 2038. In line with this commitment, diversity and inclusion form key pillars in the recruitment strategy. The center has implemented various initiatives such as the Women Leadership Program, STLA Mothers, and hiring drives focused on diversity, with the goal of having women hold 35% of leadership positions within the company. We have continuously demonstrated our capabilities by delivering award-winning solutions that have positively impacted the business. These solutions have resulted in annual recurring cost savings of over US\$40 million and saved over 120,000 man-hours each year.



"At the Stellantis Digital Hub India, we strive to continuously develop and foster talent in cutting-edge technology. Our goal is to innovate new and impactful solutions for the global business, driving innovation, collaboration, and continuous improvement throughout the global organization in a sustainable manner."

– **Rahul Rajupalepu,**
Vice President,
Stellantis Digital Hub



"Stellantis Digital Hub has invested heavily in building the right talent pool across multiple technology domains. This investment enables us to develop new and innovative projects for the global organization directly from the India Digital Hub. We actively encourage collaboration between Indian and global teams, fostering cross-cultural teams and promoting diversity."

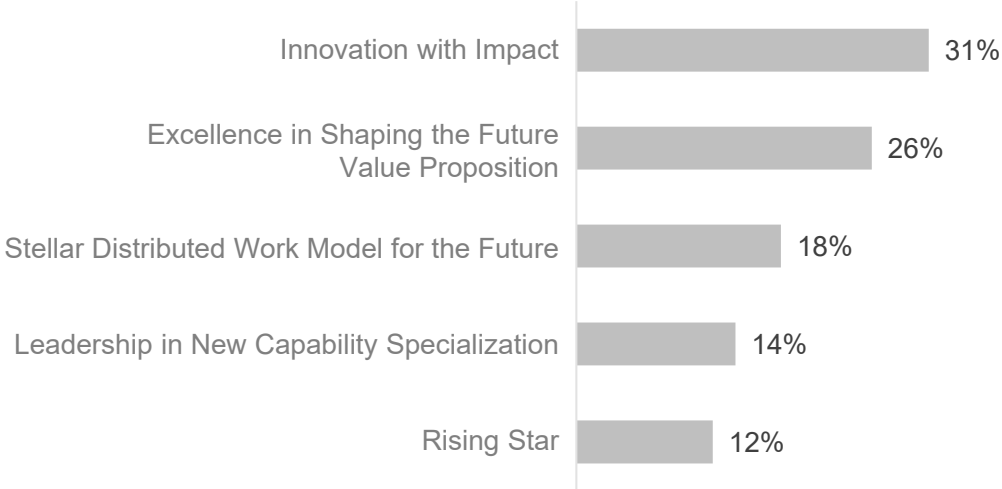
– **Ganapathy S. Lakshmi Narayanan,**
General Manager,
Stellantis Digital Hub

Demographics

In this award edition, we received 250+ nominations from 130+ unique GCCs spanning diverse industries

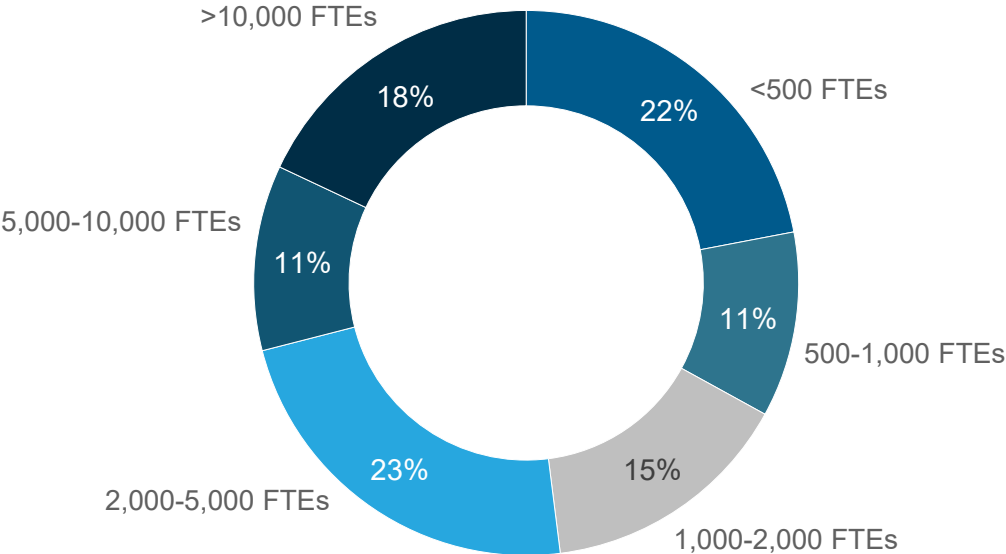
Distribution by award categories – GCC participation

N = 265 submissions



Distribution by FTE size – GCC participation

N = 135 participating GCCs



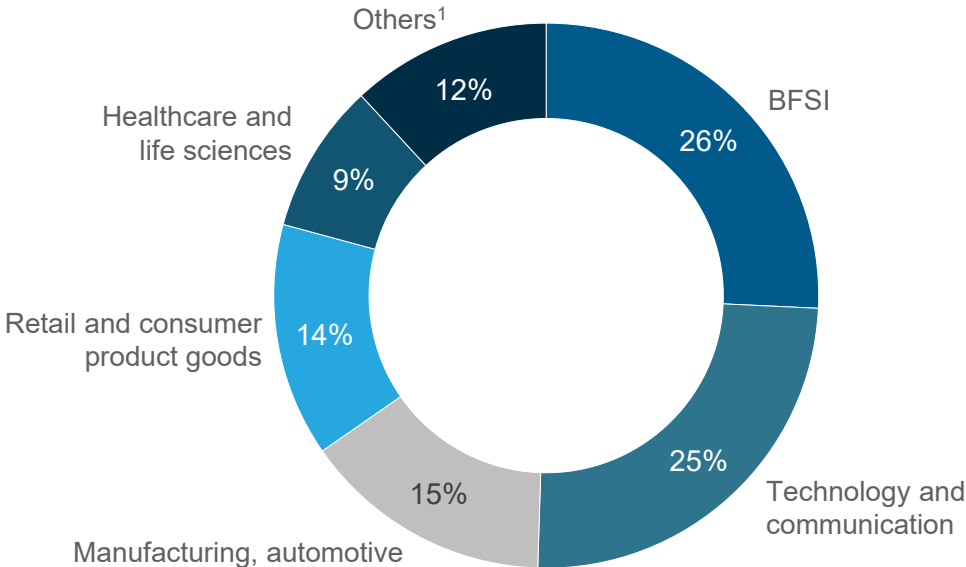
Source: Everest Group (2023)

Demographics

In this award edition, we received 250+ nominations from 130+ unique GCCs spanning diverse industries

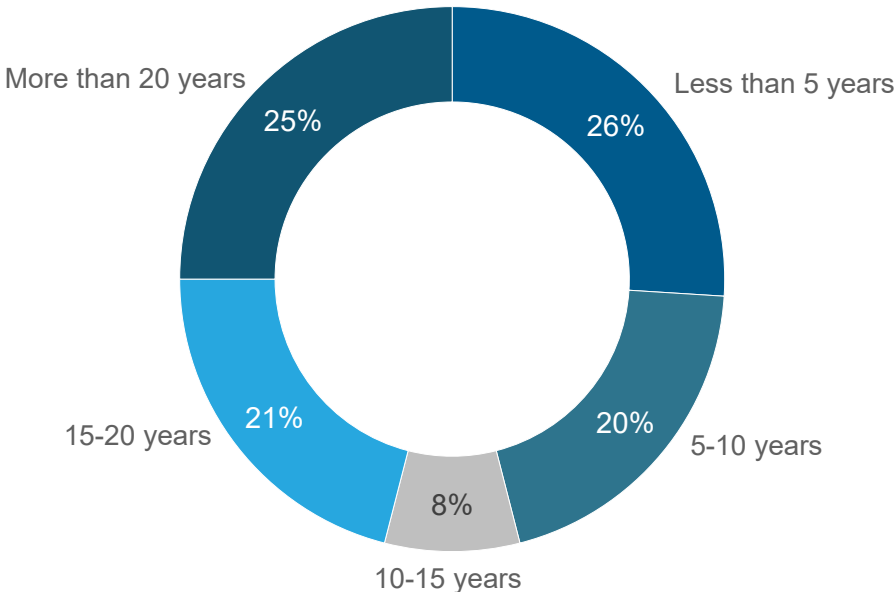
Distribution by industry – GCC participation

N = 135



Distribution by tenure – GCC participation

N = 135



¹ Others includes fintech, professional services, oil, gas, and energy, others - tax preparation services, waste management, education technology, commercial real estate, and cyclical commodities – agriculture, chemicals
Source: Everest Group (2023)

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nasscom

nasscom is the industry association for the technology sector in India. A not-for-profit organization funded by the industry, its objective is to build a growth led and sustainable technology and business services sector in the country with over 3100 members. nasscom Insights is the in-house research and analytics arm of nasscom generating insights and driving thought leadership for today's business leaders and entrepreneurs to strengthen India's position as a hub for digital technologies and innovation.

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