

GCCs: Talent is key to establishing paradigms of excellence

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- By Lionel Alva

The past two years have brought into sharp focus the pivotal importance of GCCs in ensuring business continuity. The steady confluence of unprecedented occurrences meant businesses had to espouse a greater dependence on GCCs while consequentially expanding the scope of the latter.

NIIT's Talent Leadership Board Room series delves deeper into the finer nuances of GCCs. It offers a 360-degree perspective of the key facets of the changing dynamics of GCCs and their significance in establishing a talent hegemony.

Rajendra Pawar, Chairman and Co-Founder, NIIT Ltd opened the session by highlighting that it is the GCCs that are pushing the boundaries of many dimensions of the products and services as well as the service levels offered. For many organizations, GCCs will be about establishing the thought leadership right from the product conceptualization through to the end of service.

The leader panel discussion was then commenced by Sapnesh Lalla, CEO and ED, NIIT limited, who observed, "It is humbling to note how important talent is to all of our lives. Over the past 40 years, NIIT has been part of this journey to shape talent from what is available to what is really useful. In India, we are deeply engaged with the GCC and GCI community to help them onboard early talent and upskill and reskill their workforce.

Being that most businesses are in a period of transition, the role of GCCs too has evolved. "GCCs have transformed since their inception. 23 percent of revenue today is being generated by Indian GCCs. There is no doubt that GCCs have taken centre stage today. "Several jobs that GCCs earlier delivered through their journey have been automated by GCCs themselves as a natural evolutionary process. Today, India has established itself with its GCC strength as the largest country in terms of human resources that are available for Ericsson," avers Amitabh Ray, Managing Director, Ericsson.

Some critical skills need for the near future are analytics, AI/ML, automation, 5g optimization, design, and tuning, IoT, security, and cloud; India is replete with potential when it comes to talent with technical skills. Rajan Navani, Vice Chairman & Managing Director, JetSynthesys, asserts, "I think that the entire opportunity and positioning of India to build global leadership right from the management to technology to various other aspects is a given. What we have been trying to do is see how Indian products can penetrate global markets using Indian talent in the same manner that global companies have been able to do."

But what about innovation you ask? How are GCCs helping foster innovation and excellence? Vishal Parekh, Head -South Asia & ASEAN, Thomson Reuters, states that when any specialized process is reviewed end to end, 80 percent of that specialized process is fairly generic. With a CoE that is doing 80 percent of that work, product innovation just follows. Which is what we have been observed in the Thomson Reuters GCCs in India.

In many ways, India has an edge when it comes to constantly evolving GCC centres vis-à-vis the rest of the world. "The change of mindset from service to solution is at the heart of the GCC evolution in India. From an ecosystem purview, at an aggregate level or and industry level, the GCC system in India is quite mature," says Balaji Nuthalapadi, Managing Director, Head- Operations & Technology, Citi South Asia.

Highlighting how GCCs help fill the talent need-gaps, Jaya Vaidhyanathan, CEO, BCT Digital states that I have been looking at GCCs from both sides and the GCC journey in terms of talent has been evolutionary. GCCs have traditionally been focussed on looking at the road ahead in terms of gaps, in terms of their ecosystems worldwide, and gone about the journey of building the talent itself.

The session also witnessed the launch of the Learning Reimagined – Catalysing GCC's Transformation, whitepaper by Dr. Vishnupriya Raghavan, Head, Products and Solutions, StackRoute, NIIT Ltd.

India has a golden opportunity to establish itself as a talent and innovation hub with its GCCs acting as a driving force. Gaurav Gupta, Partner, Deloitte India, observes, "India has been a great talent story over the years which has led to the growth of the services sector that is quite large. GCCs which form a very important of the services sector constitute nearly 35 to 40 billion dollars in terms of revenue. You see the impact that they had on the India GDP is far higher at almost 100 plus billion. When we conducted some research recently and estimated that this could scale up to more than 200 billion in terms of GDP impact in the next 4 to 5 years."

In that sense, GCCs in India are well-poised to reimagine its future as an industrial replete with talent that gives it an innovation edge.

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