



Nasscom GCC Awards 2025

February 4, 2025

Awards Process Guidebook

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Section 02

Guidelines

In today's fast-paced world, Global Business Services (GBS) models have significantly disrupted enterprise operations by transitioning from personalized support to shared services and standardized processes. This transformation is complex, especially for organizations focused on reputation, customer centricity, and performance.

GCCs (Global Capability Centers) have evolved from cost-saving entities into drivers of innovation and digital transformation, playing a critical role in global organizations. They now foster new capabilities, lead innovation initiatives, and manage hybrid work models.

The **Nasscom GCC Awards 2025** recognize and celebrate stellar performances in GCC organizations that have demonstrated excellence and emerged as role models.

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

- The award is open to all GCC entities registered in India (both Nasscom members and non-members).
- Nasscom does not charge any fee to participate in this initiative.

List of award categories

➤ Innovation with Impact

Recognizing GCCs driving transformative business outcomes through bold and innovative solutions

This category recognizes GCCs that have seamlessly integrated innovation into their core operations, proactively identifying business needs and delivering comprehensive solutions across process, technology, and talent dimensions. These GCCs have demonstrated exceptional ownership and accountability, driving sustainable and measurable impact – whether in revenue growth, market share, customer experience, or cost optimization – for the global enterprise focusing on innovations that go beyond incremental improvements to create substantial and transformative impact for the global enterprise.

➤ Excellence in Building Talent for the Future

Recognizing skill-building initiatives that invest in and develop future-ready workforces

This award recognizes GCCs that have implemented impactful skilling practices to proactively build a future-ready workforce. It highlights initiatives that strengthen domain expertise, foster leadership development, enhance technical skills, improve diversity, and elevate employer branding, among other accomplishments. The category also celebrates efforts to drive technology adoption across talent initiatives and innovative programs, such as large-scale digital skilling and collaborations with external ecosystems to advance skilling efforts.

➤ Exemplary Value-adds through Ecosystem Collaboration

Recognizing impactful collaborations driven at a global level to enhance strategic enterprise initiatives

This award recognizes GCCs that have demonstrated excellence in driving impactful collaborations with the external ecosystem at a global level, including partnerships with technology providers, start-ups, product vendors, service providers, and other ecosystem players. The category celebrates GCCs that have leveraged these collaborations to drive strategic enterprise initiatives such as enhancing product portfolios, improving customer experiences, achieving cost savings, enabling automation, and boosting productivity. It also highlights innovative, replicable models born from these collaborations that accelerate the GCC's transformation into a global hub for innovation and value delivery.

➤ Leadership in New Capability Specialization

Recognizing GCCs that have successfully expanded capabilities in emerging areas not yet scaled globally

This category recognizes GCCs that have successfully built and expanded capabilities in emerging areas – often those that do not yet exist at scale within other parts of the global enterprise. These GCCs have moved beyond traditional functions such as accounting, HR operations, or industry-specific tasks. The award celebrates GCCs that exhibit exceptional ownership, influence, and accountability in driving the enterprise mandate, elevating the GCC's role as a transformational hub that delivers global business impact.

Note: Participating GCCs will be segmented into three categories to ensure meaningful comparison. The segmentation will be based on tenure of the GCC, size of the GCC (number of FTEs), the size of GCC relative to the enterprise size, and the number of locations in India.

Segments

1. **Striders:** In the early stages (GCCs that were set up in or after January 2022), these GCCs are confidently moving forward and laying the groundwork for sustained growth. They are agile, driven, and maintain momentum as they build a solid foundation for the future. This category encompasses GCCs that were set up on or after January 2022.
2. **Accelerators:** At the growth stage (typically 5-10 years of operation), these GCCs are expanding their reach and establishing a competitive advantage. Their business and operational models are streamlined and efficient, propelling them toward further success. These GCCs have scaled operations.
3. **Pacers:** Well-established (10-plus years of operations, highly scaled operations, or house a large share of global headcount in India) and confident in their path, these GCCs set the pace for others.

Awards will be presented by segment (e.g., GCCs in Accelerator segment will compete with other GCCs in same segment for each award category).

Please note any incorrect information provided may lead to disqualification from the awards process. Kindly ensure all details are accurate and verifiable.

Date of submission: Wednesday, March 5, 2025

Verification of submissions: In addition to the information contained within this document, Nasscom or Everest Group (the strategic partner for the event) may reach out to each GCC for additional information to evaluate the application. Kindly note that nominations can only be submitted through the online portal. Please note any incorrect information provided may lead to disqualification from the awards process. Kindly ensure all details are accurate and verifiable.

Important instructions to keep in mind when developing your submission

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

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

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

- Submission should reflect the initiatives run by the participating GCCs in the last 24 months (since Jan 2023).
- The nomination process involves two steps: (1) responding to a survey specific to each nominated category, and (2) uploading a four-page case study for each nominated category.
 - Survey:
 - ◆ For each category, there will be a 20-25 question survey (questions listed in this guidebook for quick reference).
 - ◆ All questions in the survey are mandatory. The survey responses will include both qualitative and quantitative inputs.
 - ◆ Note: Submission should reflect the initiatives run by the participating GCCs in the last 24 months (since January 2023)

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- Case study: In addition to completing the online survey, applicants are required to upload **one award submission document per category nominated** with the following guidelines:
 - ◆ Page limit: maximum of 5 pages, including the title page and section dividers. We will review only the first 5 pages of submissions that exceed 5 pages
 - ◆ Pages showcasing the GCC's stellar contribution in the award category area; for example, for Innovation with Impact, this case study would include initiatives undertaken in the award timeframe (January 2023 to December 2024) that resulted in impactful contributions for the global firm
 - ◆ Please focus on case studies and initiatives that demonstrate how the GCC has taken a leadership role in conceptualization, design, and execution
 - ◆ The document should be in PDF format (either PowerPoint or Word saved as a PDF)
 - ◆ There is no fixed template for the case study.
 - ◆ Provide relevant metrics wherever possible to assess impact/outcomes.
 - ◆ The maximum file size for the document(s) is 25MB.
 - In addition to the case study, nominees have an option to send other relevant supporting material (file size limited to 25 MB) such as videos/links, testimonials to gccawards25@nasscom.in

Section 03

Organization details

Demographic information

GCC name: _____

Global organization headcount (end of CY 2024): _____

Global GCC headcount (across all countries with GCC presence; end of CY 2024):

India GCC headcount (end of CY 2024): _____

Year of GCC inception in India: _____

Total number of GCC location(s) in India: _____

List the city(ies) in which the GCCs is/are located: _____

Key functions served from the GCC: _____

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

- Aerospace and defense
- Automotive
- Banking and financial services
- Communications, media, and entertainment
- Consumer goods
- Electronics and hi-tech
- Healthcare providers
- Healthcare payers
- Insurance
- Life sciences
- Manufacturing
- Metals, mining, and other natural resources
- Oil, gas, and energy
- Professional services
- Retail
- Software products
- Internet and cloud related services
- Telecommunications
- Travel and hospitality
- Transportation and logistics
- Utilities

Other (please specify): _____ *

GCC Point of Contact (primary point of contact for all communications)

Name: _____

Designation: _____

Email: _____

Phone (telephone/mobile): _____

GCC Head/CEO details

Name: _____

Designation: _____

Email: _____

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

If you select multiple categories, they will appear sequentially.

Innovation with Impact

Excellence in Building Talent for the Future

Exemplary Value-Adds through GCC-led Ecosystem Collaboration

Leadership in New Capability Specialization

Section 04

Award categories

Innovation with Impact

Introduction

This category recognizes GCCs that have seamlessly integrated innovation into their core operations, proactively identifying business needs and delivering comprehensive solutions across process, technology, and talent dimensions. These GCCs have demonstrated exceptional ownership and accountability, driving sustainable and measurable impact – whether in revenue growth, market share, customer experience, or cost optimization – for the global enterprise.

This category focuses on innovation as a core capability within GCCs and not a standalone event.

About your Innovation Team

1) How is your innovation team structured?

- Centralized (all innovation activities managed by a single, core team)
- Decentralized (innovation responsibilities distributed across multiple teams or departments)
- Hybrid (a combination of centralized oversight with decentralized execution)
- Project-based (teams formed temporarily for specific innovation projects)
- Other (please specify): _____

2) What is your GCC's innovation team's size?

- Less than 5 FTEs
- 5-10 FTEs
- 11-20 FTEs
- 21-50 FTEs
- More than 50 FTEs

3) Please indicate the age (in years) of your GCC's dedicated innovation initiatives / resources / team.

- 0-2
- 3-5
- 6-10
- More than 10

Vision and strategy

4) Which of the following statements best describes your GCC's role in the enterprise innovation strategy?

- Opportunistic support with no influence on scope of work; i.e., parent stakeholders drive demand
- Execution partner with limited influence on the nature of work; largely a parent-driven approach
- Influence go/no-go for the nature of work supported in most areas; the GCC may partner in a few corporate innovation programs
- End-to-end partner in corporate innovation programs; i.e., the GCC has a seat at the table

5) Please rank the following innovation impact areas, in the last 24 months, in the order of current priority for your GCC's innovation capability, with 1 being highest.

Drag/select top 5 relevant/applicable options from the left-hand list into the right-hand column – the order in which you drag/select the options indicates the order of importance. *

- _____ Develop new products/services
- _____ Enhance product/service offering competitiveness
- _____ Generate cost savings
- _____ Enhance customer experience
- _____ Enhance employee experience
- _____ Drive efficiency and effectiveness in the product development process (e.g., automation, analytics, and/or smart supply chain)
- _____ Improve asset utilization and process accuracy
- _____ Mitigate risk (e.g., increase business resilience, reduce operational loss, and/or increase compliance)
- _____ Increase consumer base and retain existing consumers
- _____ Diversify into a new geography or customer segment

6) Please rank the following innovation impact areas in the order of future (next 12-18 months) priority for your GCC's innovation capability, with 1 being highest.

Drag/select top 5 relevant/applicable options from the left-hand list into the right-hand column – the order in which you drag/select the options indicates the order of importance *

- _____ Develop new products/services
- _____ Enhance product/service offering competitiveness
- _____ Generate cost savings
- _____ Enhance customer experience
- _____ Enhance employee experience
- _____ Drive efficiency and effectiveness in the product development process (e.g., automation, analytics, and/or smart supply chain)
- _____ Add new and retain existing customers
- _____ Diversify into a new geography or customer segment
- _____ Mitigate risk (e.g., increase business resilience, reduce operational loss, and/or improve compliance)

7) What is your GCC's ownership across the following stages of the innovation lifecycle?*

	No ownership 1	2	3	4	5	6	End-to-end ownership 7
Idea generation	()	()	()	()	()	()	()
Concept testing	()	()	()	()	()	()	()
Detailed design	()	()	()	()	()	()	()
Development/implementation	()	()	()	()	()	()	()
Deployment/In production	()	()	()	()	()	()	()

Feedback and validation	()	()	()	()	()	()	()
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8) What is the breakdown of your innovation initiatives in the last 24 months across the following innovation section below. Each area must sum to 100%.

Types of innovation:*

_____ Incremental innovation (i.e., improvement in existing products/services/processes)

_____ Adjacent innovation (i.e., expansion of existing products/services into new segments)

_____ Transformational innovation (i.e., creation of new businesses to serve new customer segments)

Areas of innovation:*

_____ Product/service innovation (includes new transformational product development and/or existing product/service enhancement using emerging technologies)

_____ Process innovation (includes optimization of processes to make them efficient, effective, or predictive)

_____ Business model innovation (includes value creation by making changes to both the organization's value proposition for customers (i.e., choice of target segment, product or service offering, and revenue model) and to the underlying operating model)

Geographies supported:

_____ Domestic/local market (e.g., India market from India)

_____ Regional market (e.g., APAC market from India)

_____ Global market (e.g., Americas or European market from India)

Operating model

9) Which of the following best describes the organization structure for driving innovation at GCC level?

- C-level executives based in the parent firm own GCC innovation initiatives
- The GCC head owns its innovation initiatives
- The innovation head / dedicated steering committee own innovation initiatives
- Functional / business unit leaders based in the GCC own their respective functional/business unit's innovation initiatives
- Project-based approach with no dedicated resources for driving innovation; the resources that come up with the idea are responsible for governing and managing innovation
- Other (please specify): _____ *

10) To what extent of you adopted the following levers to identify innovation opportunities in your GCC.

	Least adopted 1	2	3	4	5	6	Most adopted 7
Unstructured (experiment and learn)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crowdsource ideas	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leverage the external ecosystem (academic institutions, start-ups, service providers)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cross-function pollination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Opportunistically look for innovative ideas as part of defined projects	()	()	()	()	()	()	()
Execute on a structured innovation process (e.g., ideation committee)	()	()	()	()	()	()	()

11) Which of the following best describes your GCC's approach to using metrics to track the impact of innovation initiatives?*

	Not used currently; no plans to adopt	Not used currently; plans to adopt in 12-18 months	Currently used
Idea-/concept-based metrics (e.g., number of ideas approved, number of Proofs of Concept (POCs), POCs successfully transitioned to implementation, number of patents filed, profitable ideas as a percentage of implemented ideas)	()	()	()
Financial metrics (e.g., innovation budget, ROI on innovation spend, cost saved on operations,	()	()	()

revenue/profit from new products and services, impact of innovation projects on parent business outcomes)			
Operational metrics (e.g., number of employees involved in innovation, percentage of executive time spent on strategic innovation, number of hours contributed by employees to innovation per year, percentage improvement in process efficiency, percentage improvement in staff productivity)	()	()	()

Among the idea-/concept-based metrics that your organization tracks, which are the metrics you track?

- Number of ideas approved
- Number of POCs
- POCs successfully transitioned to implementation
- Number of patents filed
- Profitable ideas as a percentage of implemented ideas
- Other (please specify): _____*

Among the financial metrics that your organization tracks, which are the metrics you track?

- Innovation budget
- ROI on innovation spend
- Cost saved on operations
- Revenue/profit from new products and services

Impact of innovation projects on parent business outcomes

Other (please specify): _____ *

Among the operational metrics that your organization tracks, which are the metrics you track?

Number of employees involved in innovation

Percentage of executive time spent on strategic innovation

Number of hours contributed by employees to innovation per year

Percentage improvement in process efficiency

Percentage improvement in staff productivity

Other (please specify): _____ *

12) What is your GCC's approximate ideation rate in the last 24 months (i.e., the number of ideas approved for a proof of concept divided by the total number of ideas generated)?*

Don't know/don't track

Less than 1%

1-4%

5-9%

10-19%

20-29%

30-39%

40-49%

50% or more

13) What is the breakdown of your current innovation ideas (including those in the idea pipeline) across the following innovation lifecycle stages? The total must sum to 100%.*

_____ Idea generation

_____ Concept testing

- _____ Detailed design
- _____ Development/implementation
- _____ Deployment/in production
- _____ Feedback and validation

14) Does your GCC have a dedicated fund/budget for innovation?*

- Yes
- No

15) What is the current budget for your GCC's innovation capability (in US\$)?*

- Less than 100,000
- 100,000-5 00,000
- 500,000-1 million
- 1-5 million
- 5-10 million
- > 10 million

People capabilities

16) To what extent have you adopted the following approaches to fostering a culture of innovation in your GCC?*

	Least adopted 1	2	3	4	5	6	Most adopted 7
Deploy performance metrics linked to outcomes / business objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Conduct events such as ideathons and innovation tournaments	()	()	()	()	()	()	()
Recognize highly innovative employees/teams	()	()	()	()	()	()	()
Stimulate an experimentation mindset and instill a risk appetite	()	()	()	()	()	()	()
Make workplace changes (e.g., innovation labs, garages, and/or digital pods)	()	()	()	()	()	()	()
Promote intrapreneurship (ownership of innovative ideas)	()	()	()	()	()	()	()
Offer innovation training to employees across levels	()	()	()	()	()	()	()

17) What is the typical composition of roles in your GCC innovation capability? The total must sum to 100%.*

_____ Leadership members (typically C-level executives or functional/BU heads)

_____ Program managers (senior managers and/or dedicated managers responsible for driving innovation programs/projects)

_____ Technologists / data analysts (stay abreast of technologies, understand how specific technologies are used and how to solve technology problems; capable of gathering large amounts of data and analyzing and synthesizing information)

_____Strategists (typically tenured senior resources with extensive experience in innovation programs and solid domain knowledge; help to shape the overall innovation strategy by introducing best practices adopted by peers and key pitfalls to avoid)

_____Product experts (subject matter experts who research and test new technologies, understand user needs and pain points, and map out requirements; have deep understanding of what customers need and want)

_____Advocates/Marketers (help communicate progress, advise on next steps, and build excitement by creating success stories; often these individuals are marketers or creatives)

_____Others

18) What is your organization's approach to measuring employee performance with regard to innovation?*

	Not used currently; no plans to adopt	Not used currently; plans to adopt in 12-18 months	Currently used
Input metrics (e.g., number of innovative ideas)	()	()	()
Output metrics (e.g., number of successful POCs)	()	()	()
Outcome metrics (e.g., cost savings)	()	()	()

Technology capabilities

19) Which technologies are currently being used to enable innovation in your GCC?*

- Data & analytics
- Cloud
- Cybersecurity
- Robotic Process Automation (RPA)
- Artificial Intelligence (AI) / Machine Learning (ML) / Natural Language Processing (NLP)
- Generative AI
- Augmented Reality (AR) / Virtual Reality (VR)
- Internet of Things (IoT)
- Blockchain
- Other (*please specify*): _____ *

20) Please rank the following technology capabilities in order of current investments made for your GCC's innovation initiatives, with 1 being the highest. Drag/select all options from the left-hand list into the right-hand column – the order in which you drag/select the options indicates the level of investment *

- Data & analytics
- Cloud
- Cybersecurity
- Robotic Process Automation (RPA)
- Artificial Intelligence (AI) / Machine Learning (ML) / Natural Language Processing (NLP)
- Generative AI
- Augmented Reality (AR) / Virtual Reality (VR)
- Internet of Things (IoT)
- Blockchain
- Other (*please specify*): _____ *

External ecosystem

21) To what extent do you partner with the following ecosystem players for your GCC's innovation initiatives?*

	No engagement	Partner on a project or need basis	Partner at a strategic level; formally engaged across multiple initiatives
Academic institutions			
Service providers			
Technology vendors			
Start-ups			
Government bodies / enablers (e.g., central / state government)			

22) Which ecosystem partner(s) does your GCC leverage across the following stages of the innovation lifecycle?*

	Idea generation	Concept testing	Detailed design	Development/implementation	Deployment/In Production	Feedback and validation
Academic institutions						
Service providers						
Technology vendors						
Start-ups						
Government bodies / enablers (e.g., central / state government)						

23) Who leads overall governance and collaboration between the GCC's innovation initiatives and the external ecosystem?*

- C-level executives based in the parent firm
- The GCC head
- The innovation head based in the GCC
- Functional / business unit leaders based in the GCC
- Other (please specify): _____*

Outcomes

27) How much improvement have your GCC's innovation initiatives generated across the following objectives?*

	No improvement	0-5%	6-10%	11-15%	16-20%	21-30%	More than 30%
Cost savings	()	()	()	()	()	()	()
SLA compliance	()	()	()	()	()	()	()
Staff productivity	()	()	()	()	()	()	()
Efficiency and effectiveness in the product/service development process (e.g., automation, analytics or smart supply chain)	()	()	()	()	()	()	()
Intellectual property creation (e.g., patents or trademarks)	()	()	()	()	()	()	()

28) To what extent have the GCC's innovation initiatives helped you to achieve the following objectives?*

	Not applicable	Limited impact 1	2	3	4	5	6	Significant impact 7
Improving end-customer experience	()	()	()	()	()	()	()	()
Improving employee satisfaction within the parent organization	()	()	()	()	()	()	()	()
Increasing the number of successful product/service offerings	()	()	()	()	()	()	()	()
Accelerating speed to market for products/services	()	()	()	()	()	()	()	()
Risk mitigation (e.g., improving business resilience)	()	()	()	()	()	()	()	()
Improving forecasting and demand management	()	()	()	()	()	()	()	()
Improving customer retention and	()	()	()	()	()	()	()	()

new customer acquisition								
Diversifying new geography or customer segment	()	()	()	()	()	()	()	()

Excellence in Building Talent for the Future

Introduction

This award recognizes GCCs that have implemented impactful skilling practices to proactively build a future-ready workforce. It highlights initiatives that strengthen domain expertise, foster leadership development, enhance technical skills, improve diversity, and elevate employer branding, among other accomplishments. The category also celebrates efforts to drive technology adoption across talent initiatives and innovative programs, such as large-scale digital skilling and collaborations with external ecosystems to advance skilling efforts.

Vision & strategy

1) Which of the following best describes the role your GCC plays in the overall talent skilling strategy?*

- Limited/no role
- Ad hoc support, with limited/no influence on overall skilling strategy for the enterprise
- Execution partner for enterprise skilling initiatives – limited to GCC employees
- Responsible for end-to-end design and execution of skilling initiatives for the GCC workforce (including use of central enterprise-wide programs in some areas and GCC-specific programs)
- Actively collaborate with the enterprise in skilling initiatives for the overall workforce (i.e., the GCC has a seat at the table in broader skilling strategy)
- Skilling Center of Excellence (or a similar team) is based in the GCC and plays a critical role in enterprise-wide skilling programs

2) Please rate the importance of the following drivers behind the skilling strategy your GCC has adopted.*

	Not important 1	2	3	4	5	6	Extremely important 7
Meet evolving enterprise/business needs	()	()	()	()	()	()	()
Address challenge of limited availability of required skills in the market	()	()	()	()	()	()	()
Plug gaps in skills for current roles	()	()	()	()	()	()	()
Redeploy the existing workforce into new roles	()	()	()	()	()	()	()
Reduce reliance on external hiring / outsourcing	()	()	()	()	()	()	()
Improve employee experience and retention	()	()	()	()	()	()	()
Optimize people costs	()	()	()	()	()	()	()
Drive continuous improvement/efficiency activities	()	()	()	()	()	()	()
Empower creativity and innovation	()	()	()	()	()	()	()

3) How does your GCC align its Learning & Development (L&D) and skilling strategy in relation to the enterprise's overall program? Please select the single option that best describes your approach.*

The GCC strictly follows the enterprise's L&D and skilling programs with no additional initiatives

The GCC primarily follows enterprise programs but implements additional skilling initiatives for specific GCC roles or requirements

The GCC develops its own L&D programs to better address its talent needs

Team structure and composition

4) How many Full-Time Equivalents (FTEs) work in your GCC organization's skilling team?*

No FTEs dedicated to this function

1-4

5-9

10-19

20-49

50-99

100-199

200 or more

5) Where does the skilling/L&D team within your GCC report into?*

Corporate HR / L&D team (regional/HQ)

Head of HR / Head of L&D / Head of People & Culture, etc. in the GCC

Head of GCC

Respective heads of BUs (if there are multiple skilling teams within the GCC)

Other (please specify): _____*

6) What is the composition of roles in your GCC skilling team? Please provide the percentage for contractual or cross functional resources on an FTE equivalent basis. The total must sum to 100%.*

_____ **Program managers** (senior management members and/or dedicated managers responsible for driving skilling programs/projects)

_____ **SMEs** (subject matter experts with deep understanding of functional, technology skills)

_____ **Content designers** (specialists responsible for content design and curation)

_____ **Trainers/faculty** (specialists responsible for content delivery)

_____ **Associates** (junior resources supporting teams in day-to-day activities)

_____ **Technology specialists** (focus on building and deploying e-learning tools)

_____ **Others** (e.g., leadership coach, empathy coach, etc.)

7) What is the GCC central skilling/L&D team's role across each of the following functions / delivery teams?*

	Limited/no responsibility	Support functions / BUs in execution of skilling initiatives	Joint responsibility with functions / BUs in planning and execution	Primary responsibility for driving skilling initiatives
Corporate functions (industry-specific and back-office corporate functions)	()	()	()	()
IT services	()	()	()	()
Digital services (including analytics)	()	()	()	()

Engineering Research & Development (ER&D)	()	()	()	()
Managerial development	()	()	()	()
Leadership development	()	()	()	()

Program design

8) To what extent do you agree with the following statements regarding skilling programs within your GCC?*

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
We regularly interview senior leadership, functional heads, and team leads to identify skill gaps	()	()	()	()	()	()	()
We have a clear taxonomy of skills (across various teams), which is in line with evolving job roles for the next 3-5 years	()	()	()	()	()	()	()
We have a centralized repository of current skills within	()	()	()	()	()	()	()

the GCC that is updated real-time or periodically							
Our skilling initiatives are closely aligned with employees' career development paths	()	()	()	()	()	()	()
We encourage employees to share their skilling needs and choose initiatives outside of their work needs	()	()	()	()	()	()	()

9) How frequently do you evaluate skill gaps within your GCC?*

- () Real time
- () Monthly
- () Quarterly
- () Every 6-12 months
- () Every 2-5 years
- () No fixed pattern

10) For each of the following areas, please use the sliding scale to indicate your GCC approach to skilling.

	1	2	3	4	5
Skilling philosophy (1=theory-based learning; 5=project-based learning)	()	()	()	()	()
Approach to content design (1=in-house content; 5=third-party content)	()	()	()	()	()
Degree of customization of skilling programs (1=highly customized for different individuals/teams; 5=largely templated)	()	()	()	()	()
Leverage of subject matter experts (1=internal; 5=external)	()	()	()	()	()
Employee access to skilling programs (1=on-demand; 5=scheduled)	()	()	()	()	()
Approach to administration of skilling programs (1=employee-led; 5=instructor-led)					
Approach to content delivery (1=classroom-based; 5=experiential)					
Leverage of next-generation technology (e.g., M-learning, E-learning, gamification-based) learning (1=opportunistic; 5=extensive)					
Use of external skilling platforms (e.g., MOOCs, SPOCs) (1=opportunistic; 5=extensive)					
Use of mentorship initiatives (1=opportunistic; 5=extensive)					

Execution and engagement

11) To what extent have you adopted the following approaches to improve employee engagement with skilling initiatives within your GCC*

	No adoption 1	2	3	4	5	6	Significant adoption 7
Monetary rewards (e.g., financial incentive, gift vouchers, funding fees)	()	()	()	()	()	()	()
Non-monetary rewards (e.g., internal rewards, badges, other forms of recognition)	()	()	()	()	()	()	()
Skill premium allowance for expertise in niche skill areas	()	()	()	()	()	()	()
Accelerated career paths for employees who excel in learning/skilling initiatives	()	()	()	()	()	()	()
Opportunities for internal mobility across roles, locations, and functions	()	()	()	()	()	()	()

Internal competitions (individual/team level)	()	()	()	()	()	()	()
Special events (e.g., hackathons, innovation Fridays)	()	()	()	()	()	()	()
Offering mentoring and SME roles to experts	()	()	()	()	()	()	()
Providing opportunities for external presentations	()	()	()	()	()	()	()

Others: _____

12) To what extent have you undertaken the following initiatives to build/enhance the culture of continuous learning within your GCC?*

	No adoption 1	2	3	4	5	6	Significant adoption 7
Lead by example	()	()	()	()	()	()	()
Link learning to personal growth (beyond organizational needs)	()	()	()	()	()	()	()

Include skilling goals in leadership/management Key Results Areas (KRAs)	()	()	()	()	()	()	()
Ensure dedicated time for skilling initiatives	()	()	()	()	()	()	()
Celebrate successful teams	()	()	()	()	()	()	()
Encourage healthy competition	()	()	()	()	()	()	()
Offer unrestricted access to the learning ecosystem	()	()	()	()	()	()	()
Adopt learning as core organizational value	()	()	()	()	()	()	()
Fund or sponsor employees for courses outside the organization	()	()	()	()	()	()	()

Others: _____

13) Which ecosystem partner(s) are you working with, and what is the nature of the engagement?*

	No active partnerships	Planning to engage in the next 12 months	Ad hoc, limited engagement	Selective engagement for specific needs	Extensive, programmatic engagement
Academic institutions / universities	()	()	()	()	()
Technology product vendors (e.g., SAP, Microsoft, Google Cloud)	()	()	()	()	()
Learning Content and Assessment (LCA) vendors (e.g., Skillsoft, Udemy, Mettl)	()	()	()	()	()
Learning Management System (LMS) vendors (e.g., SAP Success Factors, Workday, ADP)	()	()	()	()	()
Start-ups	()	()	()	()	()
External SMEs/trainers	()	()	()	()	()

Certification companies (e.g., PMP)	()	()	()	()	()
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14) What is/are the top strategic reason(s) for partnering with each ecosystem partner type? Please select all reasons that apply for each partner type.*

	Optimize costs	Accelerate speed to implement	Access to technology	Ease of use / employee experience improvement	Lack of internal resources
Academic institutions / universities	()	()	()	()	()
Technology product vendors (e.g., SAP, Microsoft, Google Cloud)	()	()	()	()	()
Learning Content and Assessment (LCA) vendors (e.g., Skillsoft, Udemy, Mettl)	()	()	()	()	()
Learning Management System (LMS) vendors (e.g., SAP Success Factors, Workday, ADP)	()	()	()	()	()

Start-ups	()	()	()	()	()
External SMEs/trainers	()	()	()	()	()
Certification companies (e.g., PMP)	()	()	()	()	()

15) Which of the following best describes your GCC's role in managing external vendors / partnerships linked to the skilling initiatives?

- () Enterprise driven; the GCC's role is limited to day-to-day coordination
- () Support the enterprise in identification, and/or selection, and/or engagement with external partners/vendors
- () Independently engage and manage vendors in some areas

Infrastructure and investment

16) How have your GCC skilling programs performed over the last 24 months across the following metrics?*

	Do not track	Do not track; plan to adopt in 6-12 months	Track, but data not available	Less than 5%	5-9%	10-19%	20-49%	More than 50%
Skilling budget as a percentage of total annual GCC budget	()	()	()	()	()	()	()	()

Share of employee time earmarked for L&D/skilling initiatives	()	()	()	()	()	()	()	()
Share of executive time spent on skilling initiatives	()	()	()	()	()	()	()	()
Typical skills premium offered to employees	()	()	()	()	()	()	()	()

	Do not track	Do not track; plan to adopt in 6-12 months	Track, but data not available	Less than 25 hours	25-49 hours	50-99 hours	00-199 hours	More than 200 hours
Number of learning hours per FTE per year	()	()	()	()	()	()	()	()

	Do not track	Do not track; plan to adopt in 6-12 months	Track, but data not available	Less than \$500	\$500-999	\$1,000-1,999	\$2,000-4,999	More than \$5,000
Skilling budget per FTE per year	()	()	()	()	()	()	()	()

17) Please estimate the percentage breakdown of funding sources for your GCC skilling programs. The total must sum to 100%.*

- _____ From the parent organization / enterprise (corporate initiatives)
- _____ From business units/functions for specific needs
- _____ Allocations from GCC budget
- _____ External sources (e.g., central/state governments, industry associations)
- _____ Employee contributions/deductions or charge-backs
- _____ Others

18) Please estimate the share of spend across the following activities in your GCC skilling initiatives. The total must sum to 100%.*

- _____ Content design for skilling programs
- _____ Execution and delivery of skilling programs (including faculty/trainers)
- _____ Employee engagement and incentives
- _____ Infrastructure (including technology tools)
- _____ Participation in external events
- _____ Others (e.g., administrative tasks)

19) To what extent have you adopted the following technologies for the skilling programs within your GCC?*

	Not Applicable	Limited adoption 1	2	3	4	5	6	Significant adoption 7
Data & analytics	()	()	()	()	()	()	()	()
Cloud	()	()	()	()	()	()	()	()
Digital Adoption Platforms (DAP)	()	()	()	()	()	()	()	()
Robotic Process Automation (RPA)	()	()	()	()	()	()	()	()
Artificial Intelligence (AI) / Machine Learning (ML) / Natural Language Processing (NLP)	()	()	()	()	()	()	()	()
Generative AI								
Augmented Reality (AR) / Virtual Reality (VR)	()	()	()	()	()	()	()	()

Gamification and simulation	()	()	()	()	()	()	()	()
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20) In which areas does your GCC use next-generation technologies for skilling initiatives (based on your response to the previous question).*

	Limited 1	2	3	4	5	6	High 7
Learning administration (e.g., registration, tracking)	()	()	()	()	()	()	()
Content design and curation	()	()	()	()	()	()	()
Execution and content delivery	()	()	()	()	()	()	()
Skills assessment	()	()	()	()	()	()	()
Feedback and validation	()	()	()	()	()	()	()

21) What workplace changes have you made within your GCC to accelerate your employees' skilling/learning?*

	Not applicable	Limited adoption 1	2	3	4	5	6	Significant adoption 7
Dedicated learning zones (e.g., innovation/simulation lab, pods)	()	()	()	()	()	()	()	()
Seating design options to encourage co-location and collaboration among teams	()	()	()	()	()	()	()	()
Virtual workplaces to encourage informal exchange of ideas	()	()	()	()	()	()	()	()
Showcase great ideas and success stories across workplace	()	()	()	()	()	()	()	()

Others: _____

Outcomes

22) How have your GCC skilling programs performed over the last 12 months across the following metrics?*

	Do not track	Do not track; plan to adopt in 6-12 months	Track, but data not available	Less than 5%	5-9%	10-19%	20-49%	More than 50%
ROI on skilling spend	()	()	()	()	()	()	()	()
Reduction in operating costs	()	()	()	()	()	()	()	()
Reduction in hiring costs	()	()	()	()	()	()	()	()
Reduction in voluntary attrition	()	()	()	()	()	()	()	()
Share of FTEs enrolled in skilling programs	()	()	()	()	()	()	()	()
Share of FTEs who have undertaken skilling programs to date	()	()	()	()	()	()	()	()
Completion rate for typical skilling initiatives	()	()	()	()	()	()	()	()
Impact on process efficiency (degree of improvement)	()	()	()	()	()	()	()	()

Productivity improvements	()	()	()	()	()	()	()	()
Demand fulfillment through internal reskilled/upskilled resources	()	()	()	()	()	()	()	()
Share of FTEs redeployed to new roles following reskilling/upskilling	()	()	()	()	()	()	()	()
Share of FTEs with live project experience on new skills	()	()	()	()	()	()	()	()
Reduction in time to fill open positions (attributed to increased availability of internally reskilled/upskilled resources)	()	()	()	()	()	()	()	()

	Do not track	Do not track; plan to adopt in 6-12 months	Tracked, but data not available	Less than 5	5-9	10-19	20-29	More than 30
Number of new skills learned per FTE per year	()	()	()	()	()	()	()	()

Number of new certifications per FTE per year (for employees who have undertaken skilling initiatives)	()	()	()	()	()	()	()	()
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23) To what extent have the GCC skilling initiatives helped in achieving the following objectives?*

	Not applicable	Limited impact 1	2	3	4	5	6	Significant impact 7
Improving employee experience	()	()	()	()	()	()	()	()
Enhancing employees' project readiness	()	()	()	()	()	()	()	()
Proactively preparing for evolving enterprise needs	()	()	()	()	()	()	()	()
Positioning the GCC as a global talent hub	()	()	()	()	()	()	()	()
Expanding the GCC	()	()	()	()	()	()	()	()

services portfolio								
Improving business outcomes	()	()	()	()	()	()	()	()

24. What initiatives has your GCC undertaken to ensure effective skilling for diverse and inclusive groups (e.g., women, underrepresented minorities, people with disabilities, LGBTQIA+ individuals, veterans, etc.)?

- () Designed inclusive skilling programs that address unique needs of diverse talent (e.g., women, minorities, individuals with disabilities).
- () Collaborated with diversity-focused organizations or institutions to enhance access to skilling opportunities.
- () Established sponsorship or leadership pipelines specifically for underrepresented groups.
- () Incorporated diversity and inclusion modules into all skilling programs to raise awareness and foster allyship.
- () Other _____

Exemplary Value-Adds through GCC-led Ecosystem Collaboration

Introduction

This award recognizes GCCs that have demonstrated excellence in driving impactful collaborations with the external ecosystem at a global level, including partnerships with technology providers, start-ups, product vendors, service providers, and other ecosystem players. The category celebrates GCCs that have leveraged these collaborations to drive strategic enterprise initiatives such as enhancing product portfolios, improving customer experiences, achieving cost savings, enabling automation, and boosting productivity. It also highlights innovative, replicable models born from these collaborations that accelerate the GCC's transformation into a global hub for innovation and value delivery.

Vision and strategy

1) To what extent do you agree with the following statements regarding external collaboration in your GCC?

	Strongly disagree 1	2	3	4	5	6	Strongly agree 7
The GCC's expectations for external collaboration are clearly defined and articulated to individual teams	()	()	()	()	()	()	()
The GCC's external collaboration strategy is part of the enterprise's	()	()	()	()	()	()	()

operating model/DNA							
The GCC's external collaboration strategy is completely aligned to the enterprise's external collaboration strategy	()	()	()	()	()	()	()
The GCC intentionally invests in developing a strong external ecosystem with active CXO-level participation	()	()	()	()	()	()	()
The GCC prioritizes short-term financial results over investing for the long term	()	()	()	()	()	()	()
The GCC is risk averse when it comes to new ideas	()	()	()	()	()	()	()

2) What are the GCC's objectives for collaboration with the external ecosystem?

- Leverage third-party provider expertise
- Drive external innovation
- Staff augmentation
- Academic talent scouting and building a strong talent pipeline for the future
- Part of the enterprise's global mandate for collaboration
- Enhance GCC resources' skill set
- Drive cost-effective outcomes

Nature of collaboration

3) How does the GCC collaborate with external partners?

- Project-specific / select collaboration
- Long-term / ongoing collaboration

4) What kind of external partners does the GCC engage with?

- Start-ups
- Academic institutions
- Service providers / technology product vendors

5) Which ecosystem partner(s) are you working with, and what is the nature of the engagement?

	No active partnerships	Planning to engage in the next 12 months	Ad hoc, limited engagement	Selective engagement for specific needs	Extensive, programmatic engagement
Academic institutions / universities	()	()	()	()	()
Service providers / technology product vendors (e.g., SAP, Microsoft,	()	()	()	()	()

Google Cloud)					
Start-ups	()	()	()	()	()

6) What is/are the key strategic reason(s) for partnering with each ecosystem partner type? Please select all reasons that apply for each partner type.

	Optimize costs	Accelerate speed to implement	Access to technology	Ease of use / employee experience improvement	Lack of internal resources
Academic institutions / universities	[]	[]	[]	[]	[]
Service providers / technology product vendors (e.g., SAP, Microsoft, Google Cloud)	[]	[]	[]	[]	[]
Start-ups	[]	[]	[]	[]	[]

7) What kind of initiatives/events does the GCC organize as part of its collaboration with external partners?

- () Innovation challenges or competitions
- () Incubator programs
- () Other (please specify) _____

8) What is the predominant model for engagement with external partners for innovation and technology?

- () Joint R&D
- () Customizing technology developed by service providers for GCC/enterprise use

- GCC-led, third-party provider supported (e.g., staff augmentation)

Infrastructure and investment

9) How are the initiatives and collaboration with external ecosystem typically funded?

- The GCC funds initiatives from its budget
 The enterprise funds the initiatives
 The funding is shared by the GCC and the enterprise

10) Who leads overall the governance and collaboration between the GCC and the external ecosystem?

- C-level executives based in the enterprise
 The GCC head
 A dedicated governance team for all external collaboration
 Functional / business unit leaders based in the GCC
 () Other (please specify): _____ *

11) What kind of investments has your GCC undertaken in collaborating with the external ecosystem?

- Investment in start-ups
 Investment in academic institutions to set up innovation hubs or laboratories
 Joint investment in third-party providers for emerging technologies
 Other (please specify) _____

12) What model of collaboration has worked best for your GCC?

- Project/engagement-specific investment
 Long-term investment
 Joint investment between GCC and third-party providers
 Others (please specify)

Execution and engagement

13) How does the GCC engage with the external ecosystem partners?

- The GCC co-creates with external ecosystem partners
 Engagement is fully outsourced to the respective ecosystem partner(s)

- The GCC selectively taps into talent but predominantly manages the engagement in house
- Other (please specify) _____

14)What is the GCC's role in execution and engagement?

- The GCC owns the program end to end
- The GCC co-owns the program with the enterprise
- The GCC facilitates the program with outcomes owned by the enterprise

15)Who manages the collaboration with the external ecosystem?

- The GCC has a dedicated program management team
- The GCC has separate leaders for different ecosystem partners
- The enterprise manages it
- Ad hoc teams collaborate with external ecosystem partners or specific engagements

Outcomes

16)What is the ROI from the external ecosystem collaboration?

Third party	Start-up	Academia
<input type="checkbox"/> We do not measure ROI on initiatives	<input type="checkbox"/> We do not measure ROI on initiatives	<input type="checkbox"/> We do not measure ROI on initiatives
<input type="checkbox"/> Less than 5%	<input type="checkbox"/> Less than 5%	<input type="checkbox"/> Less than 5%
<input type="checkbox"/> 5-9%	<input type="checkbox"/> 5-9%	<input type="checkbox"/> 5-9%
<input type="checkbox"/> 10-14%	<input type="checkbox"/> 10-14%	<input type="checkbox"/> 10-14%
<input type="checkbox"/> 15-19%	<input type="checkbox"/> 15-19%	<input type="checkbox"/> 15-19%
<input type="checkbox"/> 20-29%	<input type="checkbox"/> 20-29%	<input type="checkbox"/> 20-29%
<input type="checkbox"/> 30-49%	<input type="checkbox"/> 30-49%	<input type="checkbox"/> 30-49%
<input type="checkbox"/> 50-100%	<input type="checkbox"/> 50-100%	<input type="checkbox"/> 50-100%
<input type="checkbox"/> More than 100%	<input type="checkbox"/> More than 100%	<input type="checkbox"/> More than 100%

17) How often are outcomes from partnerships scaled to global centers?

- Never
- Rarely, with minor success
- Occasionally, with moderate outcomes
- Frequently, with significant success
- Consistently, with transformative outcomes

18) What types of outcomes have you realized from start-ups?

	No improvement	0-5%	6-10%	11-15%	16-20%	21-25%	26-35%	More than 35%
Cost savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SLA compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Staff productivity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Efficiency and effectiveness in the product/service development process (e.g., automation, analytics or smart supply chain)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Intellectual property creation (e.g., patents or trademarks)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19) What types of outcomes have you realized from academia?

	No improvement	0-5%	6-10%	11-15%	16-20%	21-25%	26-35%	More than 35%
Cost savings	()	()	()	()	()	()	()	()
SLA compliance	()	()	()	()	()	()	()	()
Staff productivity	()	()	()	()	()	()	()	()
Efficiency and effectiveness in the product/service development process (e.g., automation, analytics or smart supply chain)	()	()	()	()	()	()	()	()
Intellectual property creation (e.g., patents or trademarks)	()	()	()	()	()	()	()	()

20) What types of outcomes have you realized from third-party providers?

	No improvement	0-5%	6-10%	11-15%	16-20%	21-25%	26-35%	More than 35%
Cost savings	()	()	()	()	()	()	()	()

SLA compliance	()	()	()	()	()	()	()	()
Staff productivity	()	()	()	()	()	()	()	()
Efficiency and effectiveness in the product/service development process (e.g., automation, analytics or smart supply chain)	()	()	()	()	()	()	()	()
Intellectual property creation (e.g., patents or trademarks)	()	()	()	()	()	()	()	()

21) To what extent has the GCC's external collaboration helped in achieving the following objectives?

	Not applicable	Limited impact 1	2	3	4	5	6	Significant impact 7
Improving end-customer experience	()	()	()	()	()	()	()	()
Improving employee satisfaction within the parent organization	()	()	()	()	()	()	()	()
Increasing the number of	()	()	()	()	()	()	()	()

successful product/service offerings								
Accelerating speed to market for products/services	()	()	()	()	()	()	()	()
Risk mitigation (e.g., improving business resilience)	()	()	()	()	()	()	()	()
Improving business outcomes	()	()	()	()	()	()	()	()
Improving customer retention and new customer acquisition	()	()	()	()	()	()	()	()
Proactively preparing for evolving enterprise needs	()	()	()	()	()	()	()	()
Positioning the GCC as a global talent hub	()	()	()	()	()	()	()	()
Expanding the GCC's services portfolio	()	()	()	()	()	()	()	()

22) What percentage of the outcomes from the GCC's external collaboration have been fully incorporated into the enterprise's business operations?

Third party	Start up	Academia
<input type="checkbox"/> Don't know	<input type="checkbox"/> Don't know	<input type="checkbox"/> Don't know
<input type="checkbox"/> Less than 10%	<input type="checkbox"/> Less than 10%	<input type="checkbox"/> Less than 10%
<input type="checkbox"/> 11-20%	<input type="checkbox"/> 11-20%	<input type="checkbox"/> 11-20%
<input type="checkbox"/> 21-30%	<input type="checkbox"/> 21-30%	<input type="checkbox"/> 21-30%
<input type="checkbox"/> 31-40%	<input type="checkbox"/> 31-40%	<input type="checkbox"/> 31-40%
<input type="checkbox"/> 41-50%	<input type="checkbox"/> 41-50%	<input type="checkbox"/> 41-50%
<input type="checkbox"/> 50% or more	<input type="checkbox"/> 50% or more	<input type="checkbox"/> 50% or more

Leadership in New Capability Specialization

Introduction

This category recognizes GCCs that have successfully built and expanded capabilities in emerging areas – often those that do not yet exist at scale within other parts of the global enterprise. These GCCs have moved beyond traditional functions such as accounting, HR operations, or industry-specific tasks. The award celebrates GCCs that exhibit exceptional ownership, influence, and accountability in driving the enterprise mandate, elevating the GCC's role as a transformational hub that delivers global business impact.

Important note

The new capability, within the scope of the award category, is distinct from mature functions such as finance, HR, and IT, as well as from roles that have been fully transitioned from the enterprise to the GCC. It represents a function that may not have previously existed in other areas of the enterprise, with GCCs assuming a high level of ownership and accountability for the outcomes. It could be a single specialized capability or multiple specialized capabilities developed.

The capability may be applied at a functional or business level, or at a broader enterprise level. Some indicative examples include a deep learning solution for an insurance company that examines claim patterns, historical data, and external factors to detect and prevent fraudulent claims before they are processed,

OR

a solution for a retail brand that utilizes AI-powered in-store cameras to monitor customer movements, identify bottlenecks in store layouts, and deliver personalized offers based on customer behavior

OR

a leading pharma GCC established a unique capability focused on analyzing drug performance. This team consolidates data from various stages of drug development and sales performance to hypothesize and identify factors impacting a drug's success. Through this innovative approach, the team delivers actionable insights that optimize decision-making and strategy. This capability is distinctive to the GCC, with no similar function existing elsewhere in the global enterprise, highlighting the center's role in driving innovation and specialized value.

Purpose and motivation

1) How many of these capabilities have been conceptualized and established by the GCC?

- 1
- 2-3
- 4-6
- 6+

2) What was the timeframe in which the new capability(ies) was established?

- Less than 1 year
- 1-2 years
- 3-4 years
- 4-5 years
- More than 5 years

3) What are the key features and functions of the newly established capability(ies)?

*(For example, Capability 1 (**deep learning solution for an insurance company**) that examines claim patterns, historical data, and external factors to detect and prevent fraudulent claims before they are processed,*

*Capability 2 (**solution for a retail brand that utilizes AI-powered in-store cameras**) to monitor customer movements, identify bottlenecks in store layouts, and deliver personalized offers based on customer behavior)*

4) Why did this capability(ies) not exist in the enterprise before now?

It existed previously but did not have enough demand and/or expertise/resources within the organization to scale

Operations were siloed, with limited visibility across silos

- The volume of work was not large enough within the business to justify its establishment
- Regulatory compliance challenges
- Increased sponsorship from the enterprise
- Previous organizational priorities or strategies that did not emphasize the development of this capability
- Evolving business needs or market conditions that required a more specialized approach
- Newer technology enabling conceptualization of these roles

5) What were the primary drivers for setting up the capability(ies) in India GCC?

- Enterprise-driven: GCC was considered the best fit to house certain capabilities due to its central role in operations
- GCC-drive: GCC has, over time, matured and identified new capabilities to better serve the enterprise

Vision and strategy

6) What foundation is new capability(ies) anchored on?

- A completely new capability involving technology or digital expertise
- Consolidation of various standalone roles across the enterprise to create an end-to-end capability
- Outcome of collaboration across multiple functions or teams within the enterprise, combining their expertise into a cohesive capability
- Others (please specify)

7) To what extent did the following contribute to the successful deployment of the capability(ies) in the GCC?

	No contribution 1	2	3	4	5	6	Significant contribution 7
Strong business context	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Deep expertise process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Executive sponsorship/mandate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Access to specialized talent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Advanced technology capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mature third-party ecosystem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Comprehensive GCC scope coverage	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8) What approach did the GCC adopt in building the capability(ies)?

- Conceptualized, designed, and implemented in-house
- Co-created with external providers (i.e. service providers, start-up)
- Mix of both in-house and external providers

9) How much autonomy does the India GCC have in decision-making for the specialized capability(ies)?

- Full autonomy with clear decision-making power
- Some autonomy, but needs final approval from the enterprise
- Limited autonomy
- No autonomy, all decisions are made by the enterprise; the GCC only houses the team supporting the capability

10) Who is responsible for the new capability(ies)' outcomes?

- GCC executive leadership
- GCC functional leaders
- Global enterprise functional leaders

Operating model

11) What is the primary approach to funding the new capability(ies)?

- Specific business units / regions as needed
- The GCC, eventually charged to end users (e.g., functions / businesses)
- A central fund for building new capabilities (from the global enterprise)

12) What is the primary structure for new capability(ies)?

	Predominantly embedded within business units/functions 1	2	3	4	5	6	Predominantly central – dedicated functional team 7
Structure for new capabilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13) Which teams are involved in designing solutions for the capability(ies)?

	Enterprise	GCC	Third-party partners
Conceptualization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proof of concept	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capability building	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Capability expansion/ scale-up	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

14) What percentage of GCC FTEs is currently engaged in the new capability(ies)?

- Less than 5% of the India GCC workforce
- 5-9% of the India GCC workforce
- 10-15% of the India GCC workforce
- More than 15% of the India GCC workforce

15) What percentage of global FTEs for this capability(ies) is based in the India GCC?

- Less than 40% of the global workforce for these capabilities resides in the India GCC
- 40-59% of the global workforce for these capabilities resides in the India GCC
- 60-79% of the global workforce for these capabilities resides in the India GCC
- 80% or more of the global workforce for these capabilities resides in the India GCC

16) What technologies are you currently using to support the new capability(ies) in your GCC?

- Data & analytics
- Cloud
- Cybersecurity
- Robotic Process Automation (RPA)
- Artificial Intelligence (AI) / Machine Learning (ML) / Natural Language Processing (NLP)
- Generative AI
- Augmented Reality (AR) / Virtual Reality (VR)
- Internet of Things (IoT)
- _____ Other *(please specify):*

Talent model

17) What is your current approach to sourcing/building the workforce required for the new capability(ies)?

- Predominantly hired from external sources
- Currently hiring from external sources, with plans to roll out reskilling/upskilling programs within 3-12 months
- Predominantly trained internally, via programmatic upskilling/reskilling
- Mix of external hiring and internal training (ad hoc / opportunistic upskilling/reskilling)
- Mix of in-house and third-party teams

18) What is the proportion of talent profiles hired in the GCC for this capability(ies)?

	Less than 10%	10-19%	20-29%	30-39%	40% or more
IT/technology experts (e.g., developers, engineers, solution architects, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Operations/domain experts (e.g., finance SMEs, operations leads)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Techno-functional specialists (e.g., ERP consultants, SAP supply chain management)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Others (please describe)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Outcomes

19) What has been the typical Return on Investment (net benefits or profits / total investments * 100) for the new capability(ies) in the last 24 months?*

- We do not measure ROI on this capability
- Less than 5%
- 5-9%
- 10-14%
- 15-19%
- 20-29%
- 30-49%
- 50-100%
- More than 100% (specify)

20) How long did it take to achieve that ROI for the new capability(ies) to run in the past 24 months?*

- Don't know
- Less than 3 months
- 3-6 months
- 7-12 months
- 13-18 months
- 19-24 months

21) How much improvement has the new capability(ies) generated across the following objectives?*

	No improvement	0-5%	6-10%	11-15%	16-20%	21-30%	More than 30%
Cost savings	()	()	()	()	()	()	[specify]
SLA compliance	()	()	()	()	()	()	[specify]
Staff productivity	()	()	()	()	()	()	[specify]
Efficiency and effectiveness in the product/service development process (e.g., automation, analytics or smart supply chain)	()	()	()	()	()	()	[specify]
Intellectual property creation (e.g., patents or trademarks)	()	()	()	()	()	()	[specify]

22) To what extent has the new capability(ies) helped you to achieve the following objectives?*

	Not applicable	Limited impact 1	2	3	4	5	6	Significant impact 7
Improving end-customer experience	()	()	()	()	()	()	()	()
Improving employee satisfaction within the enterprise	()	()	()	()	()	()	()	()
Increasing the number of successful product/service offerings	()	()	()	()	()	()	()	()
Accelerating speed to market for products/services	()	()	()	()	()	()	()	()
Risk mitigation (e.g., improving business resilience)	()	()	()	()	()	()	()	()
Improving forecasting and demand management	()	()	()	()	()	()	()	()
Improving customer retention and new customer acquisition	()	()	()	()	()	()	()	()
Diversifying new geography or customer segment	()	()	()	()	()	()	()	()