

GCC Conclave²⁴

Unlocking Global Value

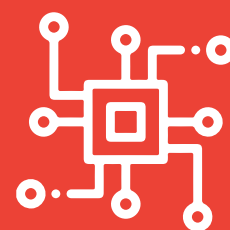
Event Summary

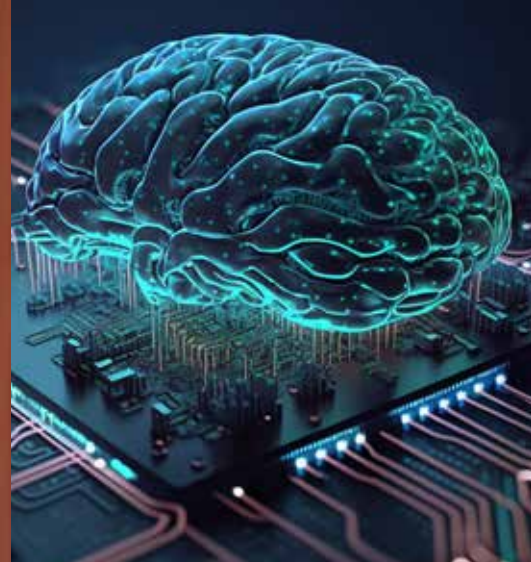
23rd January 2024 | Chennai



The Chennai edition of the **EY GCC Conclave** ²⁴, held on 23 January at The Leela Palace, brought together Global Capability Center (GCC) leaders to gain diverse perspectives on industry trends and leading practices.

The theme for this event was **Unlocking Global Value**. With **11** speakers, **100+** participants from more than **35** organizations, the event witnessed an interesting exchange of views on topics including Generative AI, automotive sector, ESG, emerging tech skills, Chennai as an emerging global tech hub and the government's support on the same, among others.





Introduction: Unlocking Global Value



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

Key highlights



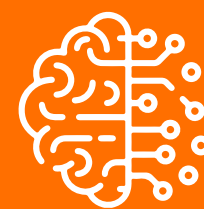
GCCs will expand service portfolios, focus on specialized skillsets, and integrate AI into operations.



GCC are seen making a shift from a cloud-first strategy to an AI-first approach.

The transition from traditional “back-office” operations to a more integrated and inclusive approach, often referred to as “one office,” marks a significant shift in the landscape of Global Capability Centers (GCCs) in India. Looking further into the future, a vision for GCCs in India by 2030 paints a picture of a market size reaching US\$110 billion, with an estimated 114 new GCC setups per year and a total headcount of 4.5 million employees across 2,420 GCCs in India. However, in the coming years, there will be a call for a more inclusive and value-oriented terminology that better represents the multifaceted contributions of GCCs, referred as Hubs or offices.

In the next 12-18 months, GCCs are set to experience expansion in service portfolios encompassing a broader range of skills, with a higher demand for talent in specialized areas. Talent remains a critical component of GCC strategies, with concepts such as EVP and talent management playing pivotal roles in shaping the ecosystem’s future. Additionally, the integration of artificial intelligence (AI) into GCC operations is gaining momentum, marking a shift from a previous focus on cloud-first strategies to an AI-first approach. The upbeat mood surrounding these ecosystems reflects a sense of optimism and dynamism as they continue to evolve and adapt to changing market dynamics.



Cloud-first strategy to an AI-first approach





Strong research ecosystem



How is Chennai emerging as a destination of choice for global organisations?



Kewyn Walter George
India Centre Head,
Expeditors



Rajeev Sethumadhavan
Senior Director Finance,
Flextronics



Balasubramanian Manikandan
Partner, Business Consulting,
EY India

Key highlights



Chennai's strong research ecosystem and scalable talent pool makes it attractive for GCCs.

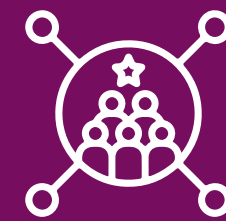


Leaders should define clear, achievable strategies and practical execution to drive success in the GCC industry.

Chennai is establishing itself as a prominent global tech center, boasting 214 operational GCCs, among which 130 are affiliated with top-tier US corporations. The city is witnessing an uptick in the creation of new GCCs, highlighting its increasing appeal to international businesses. The key factors driving this trend include the city's strong research ecosystem, scalability of talent, and deep domain knowledge. Additionally, Chennai's high number of patent filings and research publications, coupled with its manufacturing hub, make it an attractive location for companies seeking specialized talent and resources. The availability of a large STEM graduate talent pool further enhances Chennai's appeal for organizations looking to establish GCCs. The transformation in talent

development, moving towards a blend of technical and functional expertise, has enabled Chennai to acquire proficiency in various sectors such as IT, manufacturing, and finance.

For the success of GCCs in Chennai, companies should stress on constructive hiring over numbers and advocate for long-term commitment from employees. Additionally, there is a need for bold global initiatives, where leaders should approach the board or executives with confidence. They should emphasize the need for clear, achievable strategies and practical execution to drive success in the GCC industry. The right mix of bold leadership with strategic vision can ensure the continued growth and success of GCCs in Chennai.



Scalable talent pool

Deep domain knowledge



High number of patent filings



Clear business objectives



How can building trust in GenAI accelerate your transformation?



Shilpi Tandon

Business Lead - GCC, Microsoft

Key highlights



Define clear business objectives, prioritize use cases, and assess potential outcomes before AI implementation.



Leadership's commitment and implementation of transparent AI governance models are essential for successful AI adoption within organizations.

To establish a strong foundation to incorporate AI into your organization's journey, it is crucial to define clear business objectives and understand the capabilities and limitations of AI. Leaders should prioritize use cases, ascertain potential outcomes, and measure associated value before implementation. Developing a portfolio management plan can help secure investor buy-in. Companies should also ensure that their technology infrastructure is capable of supporting AI initiatives. Therefore, it is important to assess current infrastructure for scalability, security, and compatibility with AI models. Collaboration between business and technology teams is essential for success, along with a dedicated AI strategy and clarity around technology. Leaders should prioritize customer-centric approaches and stay informed

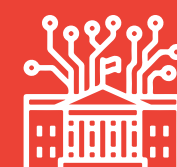
about industry trends and use cases to foster innovation within their organization.

Leadership commitment and top-down initiatives are also essential for the successful implementation of AI within organizations. Collaboration among teams, effective communication, and change management practices are crucial for fostering a supportive organizational culture for AI adoption. Furthermore, ensuring data quality and implementing AI governance models with transparency, accountability, and ethical considerations are vital for the success of the AI journey. Continuous validation of AI outcomes is necessary, especially in cases involving compliance regulations, to prevent inaccuracies and ensure reliable results. Leaders are encouraged to embrace the AI journey and prioritize these key factors for success.



Prioritize use cases

Assess potential outcomes



Transparent AI governance





AI at scale

How can today's pressures unleash tomorrow's opportunity in the automotive industry?



Eva James

VP - Global Service Delivery & Global HUBs, Renault Nissan Technology & Business Centre India



S. Kandasamy

Director, Global Digital Manufacturing Engineering, Ford



Aman Dutta

Partner, Business Consulting, EY India

Key highlights



GCCs are playing a pivotal role in driving innovation in the automotive sector.



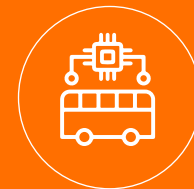
AI is impacting vehicle technology and operations within the automotive industry.

The automotive industry serves as a prime example of continuous disruption, marked by shifts such as the transition from sheet metal to casting for underbody structures and the adoption of battery-powered systems with advanced connectivity features. GCCs play a pivotal role in driving these innovations and adaptations within the automotive sector.

AI has emerged as an integral player within the automotive industry, profoundly impacting vehicle technology and operations. Companies must now embrace AI as an early adopter and mover to thrive in the competitive market. One major player in the sector is undergoing a paradigm shift as it moves towards becoming a

technology company that makes cars, rather than merely a car manufacturer. The organization has launched an ambitious program called AI at Scale, with India serving as a primary center of excellence for its AI initiatives.

Another car manufacturer has seen its operations evolve over 25 years, starting with a focus on accounting and then expanding to encompass various functions such as product engineering, manufacturing, and data analytics. Despite recent decisions regarding vehicle production, the company remains committed to engineering and manufacturing, with their GCC serving as a comprehensive hub for various functions, including safety and regulatory teams.



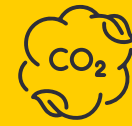
AI is impacting vehicle technology



Product engineering

Becoming a technology company that makes cars





Carbon
neutrality



How will ESG performance shape your future?



Anju Mary Kuruvilla
Director - Industry Affairs,
Corporate Communications &
Sustainability, Danfoss India



Geetha Ramamoorthi
Vice President & Managing
Director - India, KBR

Key highlights



A leading energy company is investing heavily in sustainability across various business segments, contributing to climate and energy solutions.



A leading engineering company focuses on sustainable technology solutions, driving the transition towards greener energy sources and decarbonization across industries.

A leading multinational energy company highlighted its commitment to carbon neutrality by 2030. Being deeply invested in sustainability, various business segments of the company are contributing to climate and energy solutions. The company's commitment to sustainability as a core value is also evident in attracting talent and ensuring long-term business viability. The company is making efforts toward carbon neutrality, including investments in research and development, as well as acquisitions and partnerships. Solutions for carbon neutrality are available for various sectors and more companies should take steps to stay green, updated, and relevant for a sustainable future.

A leading US-based company operating in the fields of science, technology and engineering is focusing on sustainable technology solutions that underline a shift towards greener energy sources and decarbonization across various industries. Its involvement in biofuels, plastic recycling, and clean ammonia and hydrogen production has enabled the company to make a smooth transition towards sustainable solutions. The company's technologies aim to address the energy trilemma of affordability, security, and sustainability, with a focus on food security as well. It also offers solutions for transitioning from fossil fuel-based to renewable energy sources such as blue ammonia with carbon capture technology. The company is positioned as a leader in providing zero and low-carbon solutions to support global energy transition efforts.



Sustainability

Investments in research
and development



Greener energy
sources





Democratize access
to technology



How will you deliver long-term value if you do not address the tech skill gap?



**Haritha
Ramachandran**
Director of Business Agility,
Global IT Strategy, Performance
& Quality, AstraZeneca



**Pawan
Panjwani**
Managing Director, India
Head of Engineering & Site
Executive, BNY Mellon



**Bhagavathi
Satchithanantham**
Global Head - Citi Global
Wealth Tech API and Open
Banking Engineering



**Radhika
Saigal**
Partner, Technology
Consulting,
EY India

Key highlights



GCCs should aim to democratize access to technology, fostering equal opportunities for individuals and businesses alike.



Organizations should focus on gender and generation diversity to drive innovation and success in the modern workplace.

GCCs have recognized the significance of enhancing skills to adapt to the continuous emergence of new technologies. The swift pace of technological progress poses a challenge for individuals striving to stay abreast of developments. There is a crucial need to democratize technology to ensure equal opportunities for individuals and businesses alike. Additionally, shifts in workforce dynamics, propelled by technological advancements and new generations like Gen Z joining the workforce, are reshaping the landscape. Traditional expertise no longer guarantees an edge, given the rapid evolution of technology. Therefore, organizations must adopt diversity to effectively unlock global value.

Focusing on the intersection of generational and technological shifts, organizations need to leverage the strengths of different generations, particularly Gen Zs' expertise in new technologies, combined with the experience of older generations. Leadership in the digital age requires a blend of traditional leadership qualities with a strong digital quotient. We should look at diversity, both in terms of gender and generation, as essential to drive innovation and success in the modern workplace. Despite progress, challenges persist in achieving gender diversity in leadership roles. However, there is optimism about the changing landscape and the potential for increased representation of women, especially in technology-driven fields.



Gen Zs' expertise in
new technologies



Gender and
generation diversity

Ernst & Young LLP

EY | Building a better working world

EY exists to build a better working world, helping to create long-term value for clients, people and society and build trust in the capital markets.

Enabled by data and technology, diverse EY teams in over 150 countries provide trust through assurance and help clients grow, transform and operate.

Working across assurance, consulting, law, strategy, tax and transactions, EY teams ask better questions to find new answers for the complex issues facing our world today.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. Information about how EY collects and uses personal data and a description of the rights individuals have under data protection legislation are available via ey.com/privacy. EYG member firms do not practice law where prohibited by local laws. For more information about our organization, please visit ey.com.

Ernst & Young LLP is one of the Indian client serving member firms of EYGM Limited. For more information about our organization, please visit www.ey.com/en_in.

Ernst & Young LLP is a Limited Liability Partnership, registered under the Limited Liability Partnership Act, 2008 in India, having its registered office at Ground Floor, Plot No. 67, Institutional Area, Sector - 44, Gurugram, Haryana - 122 003, India.

© 2023 Ernst & Young LLP. Published in India.
All Rights Reserved.

EYIN23XX-XXXX
ED None

This publication contains information in summary form and is therefore intended for general guidance only. It is not intended to be a substitute for detailed research or the exercise of professional judgment. Neither EYGM Limited nor any other member of the global Ernst & Young organization can accept any responsibility for loss occasioned to any person acting or refraining from action as a result of any material in this publication. On any specific matter, reference should be made to the appropriate advisor.


RS


ey.com/en_in

 @EY India

 EY

 EY India

 EY Careers India

 @ey_indiacareers

Contact Us



Arindam Sen

Partner, GCC
Sector Lead - TMT,
EY India
Email: arindam.sen@in.ey.com



Subir Mehra

Partner and FS GCC
Sector Leader,
EY India
Email: subir.mehra@in.ey.com



Balasubramanian Manikandan

Partner, Business Consulting,
EY India
Email: manikandan.b@in.ey.com



Manoj Marwah

Partner,
Business Consulting,
EY India
Email: manoj.marwah@in.ey.com

[Click here to know more](#)

