Capability Center as a Service (CaaS)

Our solution offering for GCCs

EY

Shape the future with confidence

Table of
Contents

01

GCCs fueling digitization and growth

The capability center landscape is rapidly evolving to meet business transformation demands

Key business transformation challenges that organizations face…

■ Talent
Lack of skilled talent at a reasonable cost and scale to cater to growing business needs

■ Cost
Need to reduce the cost of operations to maximize bottom-line

■ Innovation and transformation
Drive speed to value by consolidating innovation services

■ Market trends
Adapt to dynamic market trends with frequent regulatory changes, shifting customer preferences, etc.

GCCs of the future will help sustain business **growth** and drive **digitalization** for the parent

… and how they are driving a shift to a new approach

Capability centers foster **best-in-class talent,** drive innovation and build **competitive and cost advantage** within the organization

Gain access to skilled talent at a cost advantage

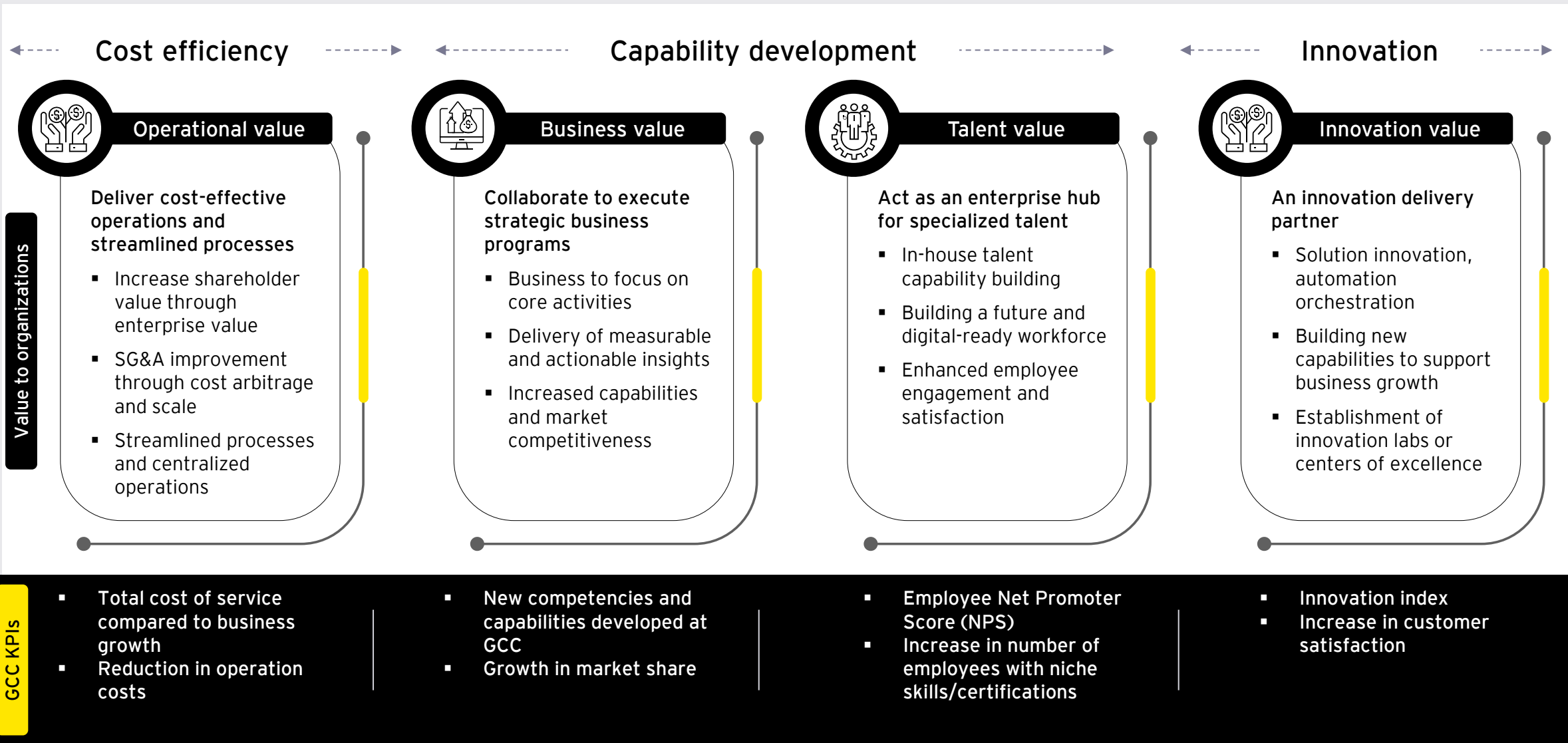Become more process agile in response to changing business needs

Deliver transformation at scale to enable efficient business operations

Leverage India's innovation ecosystem to redesign the organization for the future

EY

GCCs today are becoming a transformative engine for global organizations to deliver sustainable value

Cost efficiency — **Capability development** — **Innovation**

Value to organizations

Operational value

Deliver cost-effective operations and streamlined processes

- Increase shareholder value through enterprise value
- SG&A improvement through cost arbitrage and scale
- Streamlined processes and centralized operations

Business value

Collaborate to execute strategic business programs

- Business to focus on core activities
- Delivery of measurable and actionable insights
- Increased capabilities and market competitiveness

Talent value

Act as an enterprise hub for specialized talent

- In-house talent capability building
- Building a future and digital-ready workforce
- Enhanced employee engagement and satisfaction

Innovation value

An innovation delivery partner

- Solution innovation, automation orchestration
- Building new capabilities to support business growth
- Establishment of innovation labs or centers of excellence

GCC KPIs

- Total cost of service compared to business growth
- Reduction in operation costs

- New competencies and capabilities developed at GCC
- Growth in market share

- Employee Net Promoter Score (NPS)
- Increase in number of employees with niche skills/certifications

- Innovation index
- Increase in customer satisfaction

EY

Capability Center as a Service (CaaS)

Your world, running better on ours.

Enables an agile, bespoke capability center setup that caters to your organization's needs through a risk-neutral and integrated implementation

Empowers you to move beyond cost-savings and into long-term value extraction by designing an optimal operating model, staffing the best-fit talent and building an in-house transformation office

EY combines deep experience, extensive capabilities and strong market know-how with a proven global delivery methodology that enables an agile and value-driven Capability Center setup – giving you the confidence and freedom to drive your business forward

EY

02

Overview of
'Capability-as-a-Service' solution

Capability Center-as-a-Service (CaaS) is an end-to-end solution for all your GCC needs

Strategy and design

Assess and define key elements of your GCC strategy

- Sourcing strategy
- Location strategy
- Target operating model design
- Business case
- Implementation roadmap
- Insourcing from service provider

Build

One-time 'build' activities to setup your GCC in India

- Legal entity and regulatory compliances
- Talent branding and recruitment
- Business support services setup
- Center enablement
- Transition and knowledge management

Operate and evolve

Ongoing business support services to operationalize the GCC

- Tax compliance and Transfer Pricing
- Ongoing recruitment and onboarding
- GCC business services support
- Service delivery management
- Transformation and scope expansion

Transfer

Prepare handover and enable seamless transfer of stabilized operations

- Handover of operations
- Transfer to third-party service provider

EY

Our scope of services across the CaaS solution

Strategy and design

Sourcing strategy
- Current state diagnostics
- Shoring strategy

Location analysis
- GCC location assessment
- Location strategy

Target operating model
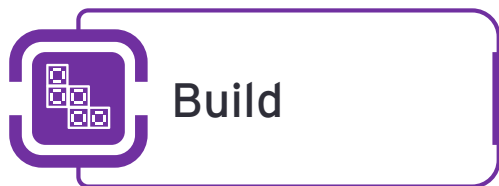- Target operating model design
- Transition strategy

Business case
- As-is cost analysis
- GCC setup and run cost estimates
- Determination of benefits through labor arbitrage and improvement initiatives

Implementation roadmap
- GCC setup approach
- Implementation roadmap
- Transformation roadmap
- Transition plan

Insourcing
- Insourcing strategy
- Rebadging

Build

Legal entity and regulatory compliances
- Tax advisory and legal entity setup
- Statutory and regulatory registrations
- Transfer pricing
- Post incorporation compliances

Talent branding and recruitment
- Employee value proposition and branding strategy
- Talent strategy design
- End-to-end recruitment support and reporting
- Preboarding and onboarding

Business support services setup
- Support function op-model design
- Organization structure
- Procurement plan and calendar
- Support functions setup

Center enablement
- Workplace strategy
- End-to-end facility design and buildout
- IT infrastructure procurement and setup

Transition and knowledge management
- Transition design and methodology
- Knowledge management services
- Change and communication
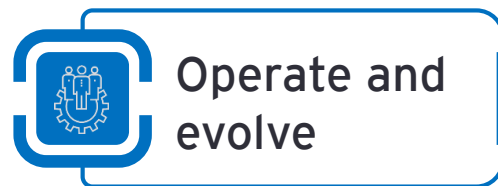
Operate and evolve

Tax compliance and Transfer Pricing
- Tax filings and compliances
- Ongoing tax and regulatory support services
- Ongoing Transfer pricing

Ongoing recruitment and onboarding
- Ongoing recruitment including backfill hiring
- Onboarding and training modules, artefacts and content
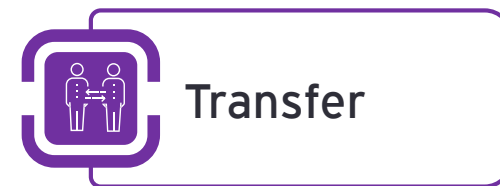
GCC business services support
- Support function services
- Ongoing payroll and compliances
- Ongoing bookkeeping support

Service delivery oversight
- GCC service delivery
- GCC performance monitoring

Transformation and scope expansion
- Continuous improvement
- Next-gen tech implementation
- Scope expansion

Transfer

Handover of operations
- Transition of operations for service delivery, facility, IT and other support functions
- Documentation, knowledge transfer and continuity plans

Transfer to third-party service provider
- Migration of in-scope services to third-party
- Resource rebadging
- Transition
- Vendor on-boarding

EY

03

EY support by workstream

Strategy and design

Strategic planning phase to define a structured approach for GCC implementation readiness

How can CaaS help?

- Benchmark potential locations and models against industry standards
- Develop and assess location and model scenarios for optimal outcomes
- Drive timely execution with expert project management
- Continuously refine strategy based on performance and market shifts

Sourcing strategy	Location analysis	Operating model	Business case	Implementation roadmap	Insourcing
Assess sourcing options aligned to strategic goals	Evaluate key regions around the world for GCC conduciveness	Define future state operating model to maximize value	Assess investment needs and GCC benefits case	Define phases, activities and timelines for GCC setup	Insource operations from outsourced service providers
• Sourcing strategy • Shoring model	• GCC location assessment • Location comparative analysis • Microsite assessment • Site visits and analysis • Location strategy	• Current state assessment • Process diagnostics • Target operating model design • Organisation structure • Transition strategy • Governance model	• Data gathering • Analysis and synthesis of as-is costs • Assess investment needs • Estimate GCC run cost • Design GCC benefit case	• Implementation approach • Implementation roadmap • Transformation roadmap • Transition plan	• Service provider assessment • Vendor incentivization plan • Knowledge retention and management • Process insourcing and stabilization • Change activation • Insourcing assurance

EY assets

- GBS consulting method
- Location modeler
- EY Process depot
- Business case accelerator

Build

Ongoing business services operations and service delivery management support to operationalize the GCC

How can CaaS help?

Structured approach for accelerated value realization from GCC setup

E2E setup accountability across all build components

Flexible build solution components to meet your specific business needs

Maximize your GCC brand value through Employee Value Proposition

Legal entity and regulatory compliance	Recruitment and onboarding	Legal entity and regulatory compliance	Center enablement	Transition and knowledge management
Optimal GCC legal entity, tax and compliance structure	Compelling employee value proposition, talent and branding strategy to hire top talent	Facility, IT and ancillary services setup to kickstart GCC operations	Support function setup and employee policies to enable readiness	Seamless transition execution and go-live of GCC operations
▪ Tax incentive assessment ▪ Tax structure assessment ▪ Tax compliance process ▪ Legal entity setup and advisory services ▪ Post incorporation support ▪ Transfer Pricing policy design and benchmarking	▪ Organization structure design ▪ Compensation/reward structure ▪ EVP design and activation ▪ Branding strategy and activation ▪ JD design support ▪ End to end hiring ▪ Background Verification and onboarding strategy	▪ Workplace leasing and contracting ▪ Workplace strategy ▪ Facility layout design ▪ Facility build management ▪ IT vendor RFP and selection	▪ Support function operating model ▪ Policies and procedures ▪ Payroll and bookkeeping support ▪ Extension of ERP and HRMS	▪ Transition strategy ▪ Transition playbook development ▪ Transition governance ▪ Knowledge management ▪ Knowledge transfer ▪ Process go-live and stabilization ▪ Cutover planning ▪ Transition assurance

EY assets

▪ EY EVP Framework	▪ GCC Location Assessment Tool	▪ AI recruitment tool	▪ PMO toolkit	▪ GCC Transition Playbook

Capability Center as a Service (CaaS)

EY

Operate and evolve

Strategic planning phase to define a structured approach for GCC implementation readiness

How can CaaS help?

- Enable compliance in GCC operations
- Timely resource onboarding
- Streamlines business support service operations
- Structured service delivery framework

Tax compliance and transfer pricing	Recruitment and onboarding	Business services support	Service delivery management	Transformation and scope expansion
Support with ongoing tax compliance requirements for the GCC	Continued talent branding, recruitment and onboarding support	Manage business support function operations	Manage GCC service delivery and performance management	Continuously transform, improve, scale and build next-gen GCC capabilities
▪ Ongoing compliance advisory ▪ Direct and indirect tax filing support ▪ Tax compliance services ▪ Transfer Pricing compliance	▪ End-to-end recruitment operations ▪ Backfill and attrition hiring ▪ Onboarding management ▪ Ongoing branding campaign management ▪ Campaign analytics	▪ Support function operations ▪ Support function governance ▪ Monthly payroll run and compliances ▪ Book-keeping services ▪ Facility management services	▪ Service scope management ▪ Capacity management ▪ Escalation management ▪ Performance management ▪ Operate governance	▪ Process standardization ▪ Technology led transformations ▪ Tool-led transition COE strategy ▪ GCC scope expansion ▪ Next-gen capability development ▪ Innovation as-a-service

EY assets

▪ EY DigiTax	▪ Demand Management Framework	▪ Recruitment Toolkit	▪ Service Delivery Management Framework	▪ KPI Library

EY

Transfer

Seamless transfer of GCC operations from managed GCC partner to GCC organization

How can CaaS help?

- Flexibility to transfer back operations based on client needs
- Seamless transfer process with minimal disruptions
- Post-transfer support for stabilization of operations

Handover of operations

Handover of service delivery and support function activities

- Transfer planning
- Handover playbook development
- Business support operations handover
- Facility and IT management handover
- Go-live support with stabilization
- Transfer assurance services
- Post-transfer assistance
- Escalation protocols and business contingency measures

Transfer to third-party service provider

Transition support and resource rebadging

- Third-party transition strategy
- Vendor selection and contracting
- Resource rebadging plan
- Employee change and communication plan
- Employee incentivization plan
- Transition roadmap with go-live, cutover plans and handover
- Vendor onboarding
- Transition support and progress tracking dashboards
- Post go-live stabilization
- Performance monitoring

EY assets

- Transfer checklist
- Talent rebadging
- Vendor onboarding and handover plan

Our AI-enabled tools and accelerators fast-track your value realization

Strategy and design

Location Assessment Modeller
- Location statistics across global GCC and India hotspots

EY Catalyst
- Rapid diagnostic, maturity mapping and functional value opportunity assessment

GCC Digital Lab
- Assess feasibility and address key components of the GCC strategy

Build

Digi Recruit
- AI tool to screen and match CVs against JDs

EY Competency Connect
- AI-enabled platform for behavioral, technical and functional assessments

Operate and evolve

Digital Tax
- AI tool to for ongoing tax compliances and reporting

EY.AI Value Accelerator
- Platform for integrating AI across enterprise systems

EY Spark
- Supports ideation and innovation strategies using AI-driven insights

Other CaaS enablers to support GCC setups and evolutions

- GCC Consulting Method
- EY Process Depot
- GCC Maturity Assessment
- Regulatory Compliance Manager
- Demand Management Framework
- Service Delivery Management Framework
- GCC Transition Playbook
- EY Fabric

EY

04

CaaS implementation model

Our bespoke implementation models to support your GCC journey

1. Assisted implementation

- Client-owned and EY-assisted activities across one-time GCC setup with ongoing support across tax, recruitment, branding, payroll, bookkeeping, etc.

3. Build, Operate, Transfer

- One contract model with EY-owned end-to-end activities across GCC setup and operations with flexibility to transfer ownership based on client requirements

Build, Operate, Transfer

Assisted implementation

Managed GCC

2. Managed GCC

- End-to-end support across GCC setup and ongoing operations management provided by EY with client owned facilities and service delivery

EY

Key components of our CaaS implementation models

		Assisted implementation	Managed GCC	Build, Operate, Transfer (BOT)
	Legal entity and regulatory compliances	EY supported	EY supported	EY supported
	Facility, IT and Center enablement	EY supported; Client owned (leasing and build-out)	EY supported; Client owned (leasing and build-out)	EY-owned workspace
	Talent branding and recruitment	EY supported strategy design; Client owned recruitment (on client payroll)	EY supported strategy design; Client owned recruitment (on client payroll)	EY supported strategy design; EY managed recruitment (on EY/client payroll)
	Business support services setup	EY supported	EY managed	EY managed
	Ongoing business support services	Client owned	EY managed	EY managed
	Service delivery and oversight	Client owned	Client owned	EY managed (End-to-end delivery management)
	Facility and IT management	Client owned	EY managed	EY managed
	Transition and knowledge management	EY managed	EY managed	EY managed
	Insourcing	EY managed	EY managed	EY managed
	Transformation	Client owned	Client owned	EY managed

EY

Our implementation models can be further customized to suit your specific needs

Model

Turnkey CaaS	Operations CaaS	Build CaaS	Service delivery CaaS	Recruitment CaaS

Model driver

| Is your goal to quickly realize GCC benefits while building a best-in-class center? | Are you looking at India to leverage available talent pool without center setup? | Is your aim to build a best-in-class center that will support insourcing, building new capabilities and add value in the long run? | Do you have a ready GCC and are looking for a partner to run, stabilize and transform center operations? | Are you a new entrant looking for a partner to establish your brand and help attract the best talent? |

Key outcomes

Turnkey CaaS	Operations CaaS	Build CaaS	Service delivery CaaS	Recruitment CaaS
▪ EY Seed Team to kick-start operations ▪ Recruitment on EY payroll ▪ EY led E2E center setup from facility build-out and IT readiness to transition management ▪ Day-to-day management of center operations and talent ▪ Set up of transformation office	▪ EY Talent to kick-start operations and recruitment on EY payroll ▪ Design of Target Operating Model management of transition ▪ Set up of operations and management of performance ▪ Management of talent and support function operations ▪ Set up of transformation office	▪ Build your brand story and recruit employees (on client payroll) ▪ Design of TOM including center enablement and transition management ▪ EY led E2E center setup from facility build-out and IT readiness to transition management	▪ Design of TOM and management of transition ▪ Set up of operations and management of performance ▪ Management of center talent and support function operations ▪ Set up of transformation office	▪ Build your brand story and design hiring process ▪ Manage recruitment of employees (on client payroll) ▪ Design of TOM including center enablement and transition management

19

EY

05

EY Credentials

Capability Center as a Service (CaaS)

EY
Shape the future with confidence

EY is the largest full-service GCC advisory firm

EY brings to you...

...end-to-end services across GCC advisory including strategy, capability setup, operate and transformation, innovation and talent services

...powered by experienced industry practitioners: **17+ EY Partners are ex-GCC CXOs**

With 20+ Partners, our GCC market leadership supports clients' GCC journey with leading practices and access to critical information, facilitating accelerated decision-making

We have assisted multiple enterprises in their GCC transformation journey

18+ years of GCC up experience

500+ GCC engagements delivered for **200+ global clients**

1,500+ GCC specialists

30,000+ roles transitioned across far shore and nearshore

100,000+ EY professionals in India

5 million+ sq. ft. of commercial real estate access

4,000+ BOTs deployed for savings over 50,000+ human-hours

1 million+ profiles available across sourcing database

1,000+ Financial Transformation specialists

EY is recognized as a GCC market leader
ALM Vanguard Corporate Services Providers assessment

We have built a strong relationship with GCC executives and industry bodies

Thought Leadership
EY GCC Cost and Operations Benchmarking Study since 2008

Annual GCC Conclave
1,000+ active network of GCC leaders

Industry Relationship
CII
Confederation of Indian Industry (CII)
EY India Managing Partner is the CII President-Designate

NASSCOM
India's leading association of Tech/IT providers
EY-NASSCOM partnership during EY's GCC Conclaves and beyond

Employer of Choice
TOP COMPANIES
16th EMPLOYER BRANDING AWARDS

Select clients served by EY

1
American investment firm

Managed end-to-end **accelerated setup of a GCC**, including insourcing and seed-team deployment, to deliver operational launch in 60-90 days and generate **US$ 4 million in savings** over five years.

2
North American convenience store chain

Established an end-to-end **setup of a data and analytics center** with 50 resources within 10 months. The center was designed to achieve cost **savings** of more than **US$10 million over five years** and augment global capabilities.

3
American multinational energy corporation

Managed the **setup of a GCC with 1,500+ FTE capacity** by driving talent strategy, compliance, hiring, center enablement and support functions, **onboarding 900+ resources in 10 months** and overseeing concurrent transitions across three regions.

4
Global asset management company

Built a **tech-focused GCC through BOT model** by defining future-state operating model, talent and transition strategies, while driving **end-to-end hiring** and setup of enablement functions.

EY

For more information, please reach out to our CaaS leaders

Kunal Ghatak

Partner – Business Consulting

CaaS Solution Lead (Core)

Email: kunal.ghatak@in.ey.com

Vipul Chaturvedi

Partner – Business Consulting

CaaS Solution Lead (Financial Services)

Email: vipul.chaturvedi@in.ey.com

Maheswaran R

Director – Business Consulting

CaaS Solution SME (Core)

Email: maheswaran.r@in.ey.com

Vishesh Goel

Director – Risk Consulting

CaaS Solution SME (Financial Services)

Email: vishesh.goel1@in.ey.com

EY

Our Offices

Ahmedabad
22nd Floor, B Wing, Privilon
Ambli BRT Road, Behind Iskcon Temple
Off SG Highway, Ahmedabad - 380 059
Tel: + 91 79 6608 3800

8th Floor, Building No. 14A
Block 14, Zone 1
Brigade International Financial Centre
GIFT City SEZ
Gandhinagar – 382 355, Gujarat
Tel + 91 79 6608 3800

Bengaluru
12th & 13th Floor
"UB City", Canberra Block
No.24 Vittal Mallya Road
Bengaluru - 560 001
Tel: + 91 80 6727 5000

Ground & 1st Floor
11, 'A' wing
Divyasree Chambers
Langford Town
Bengaluru - 560 025
Tel: + 91 80 6727 5000

3rd & 4th Floor
MARKSQUARE
#61, St. Mark's Road
Shantala Nagar
Bengaluru - 560 001
Tel: + 91 80 6727 5000

1st & 8th Floor, Tower A
Prestige Shantiniketan
Mahadevapura Post
Whitefield, Bengaluru - 560 048
Tel: + 91 80 6727 5000

Bhubaneswar
8th Floor, O-Hub, Tower A
Chandaka SEZ, Bhubaneswar
Odisha – 751024
Tel: + 91 674 274 4490

Chandigarh
Elante offices, Unit No. B-613 & 614
6th Floor, Plot No- 178-178A
Industrial & Business Park, Phase-I
Chandigarh - 160 002
Tel: + 91 172 6717800

Chennai
6th & 7th Floor, A Block,
Tidel Park, No.4, Rajiv Gandhi Salai
Taramani, Chennai - 600 113
Tel: + 91 44 6654 8100

Delhi NCR
Aikyam
Ground Floor
67, Institutional Area
Sector 44, Gurugram - 122 003
Haryana
Tel: + 91 124 443 4000

3rd & 6th Floor, Worldmark-1
IGI Airport Hospitality District
Aerocity, New Delhi - 110 037
Tel: + 91 11 4731 8000

4th & 5th Floor, Plot No 2B
Tower 2, Sector 126
Gautam Budh Nagar, U.P.
Noida - 201 304
Tel: + 91 120 671 7000

Hyderabad
THE SKYVIEW 10
18th Floor, "SOUTH LOBBY"
Survey No 83/1, Raidurgam
Hyderabad - 500 032
Tel: + 91 40 6736 2000

Jaipur
9th floor, Jewel of India
Horizon Tower, JLN Marg
Opp Jaipur Stock Exchange
Jaipur, Rajasthan - 302018

Kochi
9th Floor, ABAD Nucleus
NH-49, Maradu PO
Kochi - 682 304
Tel: + 91 484 433 4000

Kolkata
22 Camac Street
3rd Floor, Block 'C'
Kolkata - 700 016
Tel: + 91 33 6615 3400

6th floor, Sector V,
Building Omega, Bengal Intelligent
Park, Salt Lake Electronics
Complex, Bidhan Nagar
Kolkata - 700 091
Tel: + 91 33 6615 3400

Mumbai
14th Floor, The Ruby
29 Senapati Bapat Marg
Dadar (W), Mumbai - 400 028
Tel: + 91 22 6192 0000

5th Floor, Block B-2
Nirlon Knowledge Park
Off. Western Express Highway
Goregaon (E)
Mumbai - 400 063
Tel: + 91 22 6192 0000

3rd Floor, Unit No.301
Building No.1, Mindspace-Gigaplex
IT Park, MIDC, Plot No. IT-5
Airoli Knowledge Park
Airoli West, Navi Mumbai - 400 708
Tel: + 91 22 6192 0003

18th Floor, Altimus
Pandurang Budhkar Marg
Worli, Mumbai - 400 018
Tel: + 91 22 6192 0503

Pune
C-401, 4th Floor
Panchshil Tech Park, Yerwada
(Near Don Bosco School)
Pune - 411 006
Tel: + 91 20 4912 6000

10th Floor, Smartworks
M-Agile, Pan Card Club Road
Baner, Pune - 411 045
Tel: + 91 20 4912 6800

Ernst & Young LLP

EY | Building a better working world

EY is building a better working world by creating new value for clients, people, society and the planet, while building trust in capital markets.

Enabled by data, AI and advanced technology, EY teams help clients shape the future with confidence and develop answers for the most pressing issues of today and tomorrow.

EY teams work across a full spectrum of services in assurance, consulting, tax, strategy and transactions. Fueled by sector insights, a globally connected, multi-disciplinary network and diverse ecosystem partners, EY teams can provide services in more than 150 countries and territories.

All in to shape the future with confidence.

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.

ey.com/en_in