

# From India to the World: GCCs' Path to Continuous Innovation and Value Creation

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In my previous article, I delved into the ways in which Indian global capability centers (GCCs) can enhance their strategic value with artificial intelligence. However, it's vital to understand that elevating value isn't solely about adopting new technologies.

At the heart of today's business landscape lies the paramount goal of attracting and retaining customers. But the challenge is not solely attracting customers but also ensuring that the value provided remains in sync with their ever-changing needs.

Now, consider this challenge in the context of GCCs. These strategic units within organizations play pivotal roles in driving innovation, improving efficiency and creating value. However, a fundamental question emerges: Who is the true customer of a GCC? Is it limited to the internal teams they support, or does it extend to the ultimate end customers? The answer is both internal and external customers.

GCCs are enablers at their core. Their mission is to empower internal teams and equip them to effectively serve the end customers and thereby drive business success. This concept of "enabling the enablers" is central to ensuring internal teams have the capabilities to provide value efficiently.

The ultimate goal, of course, is to deliver value to the end customer. However, to achieve this, it's imperative that internal teams within the organization are empowered and aligned with the common objective of customer satisfaction.

Now, let's explore a few strategic areas where GCCs can seize the opportunity to excel in this dynamic landscape.

## **Cultivate a customer-centric mindset internally.**

In the changing landscape of GCCs, one thing becomes crystal clear: Fostering a customer-centric mindset is now more vital than ever. While Indian GCCs have played a critical role in enabling swift business transformations, the present situation demands a deeper understanding. It's not just about grasping the needs of end customers; it's about instilling a customer-focused culture within the organization.

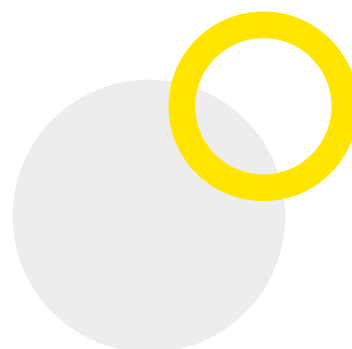
This shift in focus highlights a fundamental reality: Expertise alone won't cut it anymore. To truly flourish, organizations must embrace a culture of continual learning, adaptability and multi-dimensional perspectives. Creating a work environment that actively encourages innovation, adaptability and a strong customer-centered approach becomes the foundation of success. In the end, the surest way to secure a seat at the table is through an unwavering commitment to innovation.

## **Innovate with SPEED capabilities.**

Continuous innovation is not a one-time endeavor; it's a process of adding value that requires a holistic approach. It's akin to maintaining overall wellness rather than undertaking a temporary diet. A holistic perspective is key to unlocking innovation and driving the future growth for GCCs.

Besides focusing only on engineering, real innovation will come from integrated perspectives across SPEED capabilities, an acronym representing strategy, product, engineering, experience, and data and AI. SPEED serves as a comprehensive framework instrumental in understanding what it means to be customer-focused and how to drive innovation in a customer-oriented context. The approach goes beyond merely adopting technology; you must adopt a mindset that centers around the customer.

With the SPEED framework, GCCs can take a comprehensive look that involves integrating various perspectives and skills. For example, think about product management: It's a rapidly growing field with immense potential. Similarly, experience design is becoming increasingly important. In India, we have the capability to bring together teams with diverse skills to discuss business strategy, value creation, consumer-oriented product design, engineering and intelligent data usage. When these capabilities converge, it triggers a continuous chain of innovation.



## **Build a culture of innovation and change.**

Getting people and processes involved in the transformation journey begins with creating an atmosphere where folks feel motivated to share ideas and team up on smart solutions. This sense of collaboration isn't just great for customers; it's a driving force behind ongoing improvements.

Now, let's talk culture. It's a big player here. Often, culture is deeply rooted and stands in the way of change. To tackle this challenge, step one is recognizing the need to be open and straightforward about the necessity for change. That means setting ambitious goals, too.

Step two is about nurturing a culture that champions constant learning and innovation. And when we talk about change, don't forget that internal digital business transformation is just as crucial as its external counterpart in making progress. This involves streamlining processes, blending old and new systems and choosing the right technologies.

## **Leverage India's rising global talent.**

As we delve into the transformative landscape of Indian GCCs, one undeniable trend stands out: the growing influx of experienced professionals who are at the helm of decision-making. According to a Nasscom report, in 2022, India boasted more than 5,000 global roles within its GCCs, and this number is expected to witness a steady surge, potentially reaching around 20,000 by 2030. This significant growth reflects a deliberate shift toward leveraging India's immense talent pool and its untapped potential.

It's fascinating to note that a substantial portion of the talent needed for this growth is already within these organizations. This organic wealth of knowledge and experience is ripe for nurturing and expanding.

Embracing a holistic approach that combines attracting fresh talent with retaining and upskilling the existing workforce is vital. It's not merely about acquisition; it's about preparing teams to ensure that they remain ever-relevant in a world that is constantly changing. This will require people to constantly reinvent themselves.

To me, it's evident that we're akin to a five-speed car comfortably cruising in third gear. We might think we're moving fast, but we haven't even explored the full potential of the other two gears. To get there, we need a larger ambition to capture the larger opportunity and be bold about going for it. Essentially, India possesses the capability to propel its progress from the third gear to the fifth, setting the stage for a future filled with boundless opportunities and growth.

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<https://www.forbes.com/councils/forbesbusinesscouncil/2023/12/06/from-india-to-the-world-gccs-path-to-continuous-innovation-and-value-creation/>