Transforming Customer Experience through Global Capability Centres

Based on our exclusive interview series with Indian GCC leaders

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EXECUTIVE SUMMARY

Leveraging the Indian in-house GCC model to transform and enhance Digital CX

This eBook delves into the potential of leveraging the in-house India Global Capability Centre (GCC) model to transform and enhance Digital Customer Experiences. The research and its agenda are based on interviews with Indian GCC leaders of multinational enterprises in various business verticals, both B2B and B2C.

The report categorically discusses the pragmatic instances of building a global hub with strategic and operational competencies for the parent organisation. Managing stakeholder expectations within global teams and complying with regulations across borders are daunting tasks. Nevertheless, India's abundance of intellectually motivated individuals plays a crucial role in addressing several such challenges, as expertise and relevant skills are fundamental to any digital transformative initiative.

Further, the Leaders Speak section showcases real-world use cases, such as the Indian GCC's ability to seamlessly maintain business continuity while concurrently rolling out critical digital CX products. These invaluable additions are what we consider the highlights of this report.

The report also briefly touches upon the role of generative AI in digital CX enhancements.

FOREWORD

As we launch this eBook, I am thrilled to present a comprehensive overview of how multinational enterprises' in-house GCCs leverage Digital Experience Platforms (DXPs) to enhance customer experiences. This research has been driven by our team at Research NXT, where we have been diligently studying the GCC space to provide valuable insights to our clients. Our journey led us to the creation of Bamboo Reports, an intelligence platform designed to navigate the complexities of the GCC landscape.

This eBook marks the beginning of an exciting series focusing on GCCs, a result of the growing demand for intelligence in this critical area. I would like to extend my heartfelt gratitude to all the GCC leaders and advisors who generously shared their insights, contributing to the creation of this unique report.

It explores the strategic role of GCCs in product & service development, emphasising their evolution from innovation labs to innovation hubs. It also dives into essential CX trends and sheds light on the transformative role of Generative AI in digital CX, providing a glimpse into the future of CX innovation.

This eBook will serve as a valuable resource for organisations beginning their digital transformation journey, offering practical guidance and actionable insights to enhance customer experiences. Thank you for embarking on this insightful journey with us.

Santosh Abraham

Founder & Lead Analyst

Research NXT | in

REPORT HIGHLIGHTS

Indian GCCs have a seat at the table (globally)

The transition from being an innovation lab to **an innovation hub** has already begun. Strategic product and service development decisions are made considering the GCC's capabilities and predefined delivery metrics.

1 **Constantly engage with strategically focused initiatives:**
Ensure the GCC is relevant to the global organisation's digital transformation initiatives.

2 **Let the experts take control:**
The best-of-breed GCCs thrive on a hybrid model of in-house capabilities and specialised third-party expertise.

3 **Accommodate changes in taste and technology:**
CX expectations constantly evolve, and so does the need for DXPs to be flexible and agile.

4 **Consistency matters:**
Maintain a common design philosophy across all digital channels, emphasising the brand's core messaging.

5 **Focus on the adoption rate:**
The success of any transformation initiative depends on its acceptance in the customer experience ecosystem and within the organisation.

RESEARCH METHODOLOGY

Through a comprehensive process of secondary deep dive, industry primary research, and proprietary GCC insights (powered by Bamboo Reports), we meticulously triangulated our collective understanding of the topic to evaluate the Indian GCC landscape responsible for global enterprises' digital transformation initiatives.

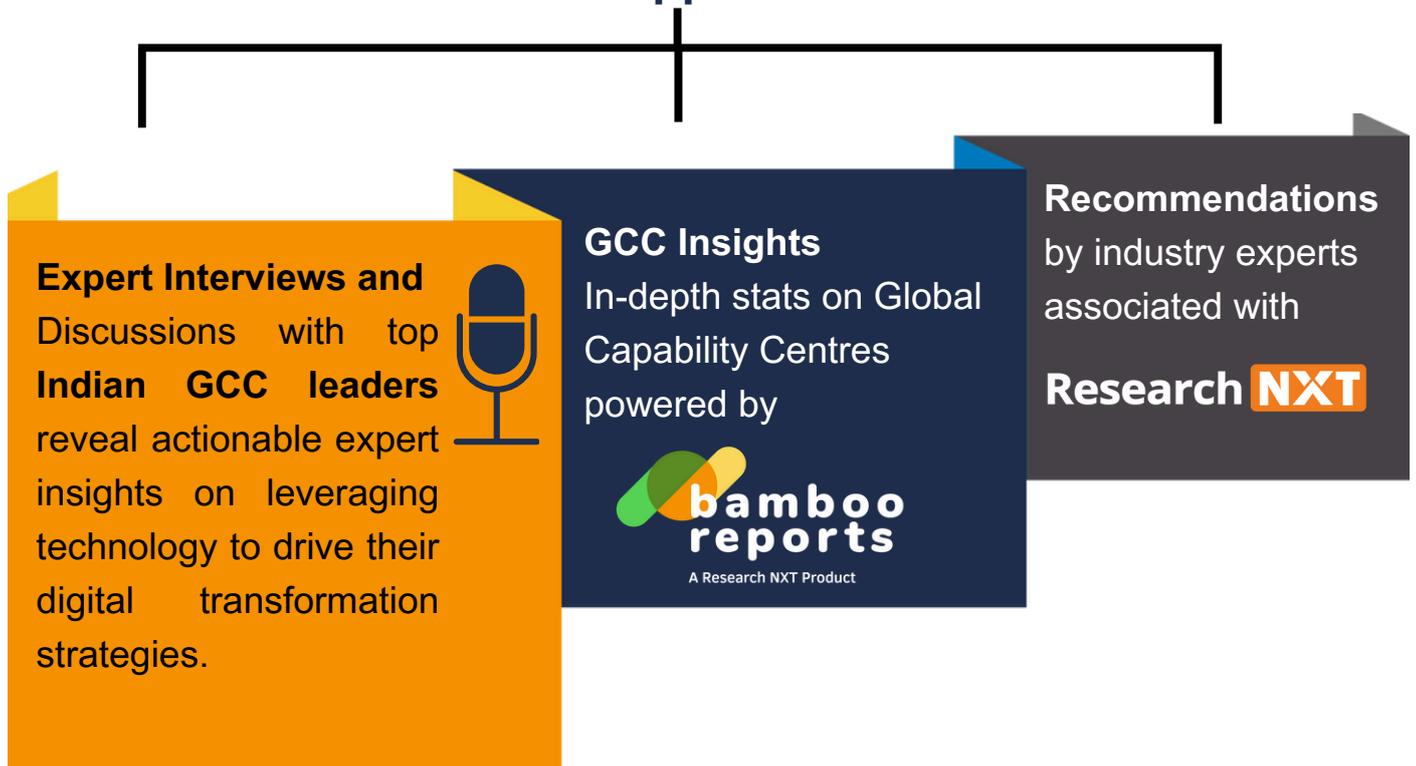**Segment In Focus**
GCC

Geography
India

Report Topic
Transforming Customer Experience through the GCC Model

Our Approach

Expert Interviews and Discussions with top **Indian GCC leaders** reveal actionable expert insights on leveraging technology to drive their digital transformation strategies.

GCC Insights
In-depth stats on Global Capability Centres powered by

bamboo reports
A Research NXT Product

Recommendations by industry experts associated with

Research NXT

TRANSFORMING DIGITAL CX WITH
IN-HOUSE GLOBAL CAPABILITY CENTRES

- Unlocking the power of In-house GCCs

- Departmental capabilities of a DXP

- Future-proofing digital CX: Trends for 2024 and beyond
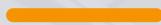
What does a DXP mean to your prospects and customers in today's terms?

Today, it's become the standard for most buyers to anticipate highly personalised experiences throughout their purchasing journey.

DXP is not merely about aligning digital touchpoints with traditional channels. It's a potent tool that not only enhances digital CX but also serves as a source of valuable insights and leads and facilitates real-time sales actions. This multifaceted functionality of DXP has a profound impact on business outcomes.

Online Shopping	Mobile Purchases	Modern Retail	Traditional Retail	Self-Serves

DXP
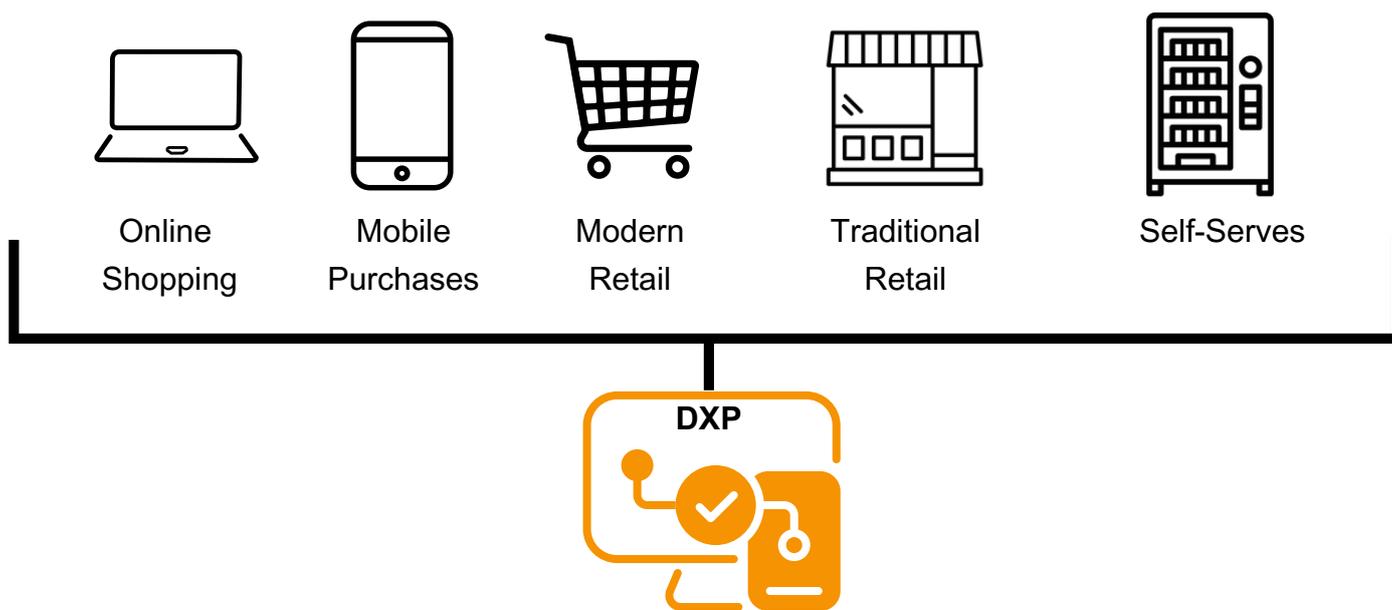
The DXP consolidates all brand engagement activities and the resultant departmental inputs for contextualised business development actions.

Marketing	Customer Management	Sales	Commerce
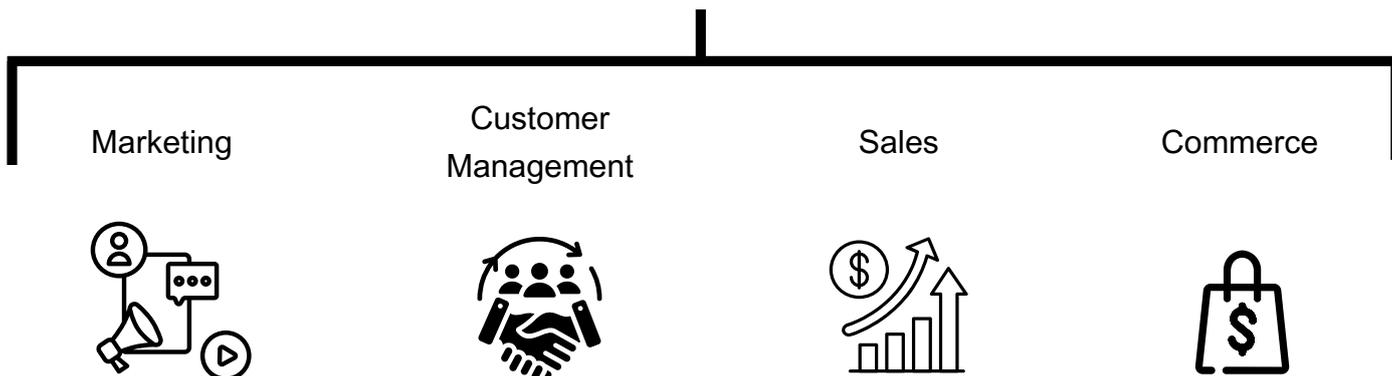
UNLOCKING THE POWER OF IN-HOUSE GCCs

How does DXP enable enhanced CX?

A DXP enables seamless, connected, and consistent omnichannel customer journeys, providing relevant communication to the customer during the engagement. This is driven by aligning the organisation's departmental teams, streamlining processes and systems, and running agile workflows.

Enhanced CX is guided by a deeper understanding of customer personas like intent, available options, expectations, and any other traits your brand uses to personalise the buying experience precisely. AI-based and context-aware rules in real-time can create an environment that generates exceptional CX. This differentiates a brand that nails CX with the right actions from just excellent CX (which is no longer the norm).

Enhanced CX seals the deal for brands and provides long-term business benefits. Imagine customer loyalty achieved through positive CX, which acts as a catalyst for not only repeat business but also unlocks an army of brand advocates. Tangible business impacts of enhanced CX are increased sales, soaring revenues, cost reduction due to lower churn, and a much-needed competitive advantage in a crowded marketplace.

Understanding your target client's needs and ambitions is key to being customer-centric and exceeding expectations. Use insights to develop different strategies for different demographics and customer segments.

Geetanjali Chugh Kothari
CMO of Future Generali India Life Insurance

UNLOCKING THE POWER OF IN-HOUSE GCCs

Transforming Digital CX with in-house Global Capability Centres

"Creating and delivering top-notch digital experiences seamlessly across all customer touch points"—yes, accomplishing that is probably the ultimate goal of any business today. As buyers increasingly turn to the digital interface to interact and decide their next stage in the purchasing journey, leveraging all possible ways to provide exceptional digital CX is critical. Striving and succeeding in the digital marketplace requires a strategically deployed DXP platform and continuous monitoring of the impact on digital CX.

Hence, in this eBook, we will delve into the scope and potential of DXP and how multinational enterprises' in-house GCC models leverage DXPs in their digital transformation journeys to enhance and impact digital CX effectively.

The Scope

DXPs facilitate seamless digital experiences by connecting operational departments with prospects, customers, and partners. APIs integrate various business solutions, collect and structure data, and analyse it to enhance customer experiences.

The Potential

To assess a DXP's potential, it is critical to identify digital CX needs, both present and future. Exploring in-house GCC capabilities to enhance digital CX from an organisational perspective and examining departmental DXP capabilities opens up synergies across the organisation.

Are Indian GCCs pivotal to enabling Digital CX for Global Enterprises?

GCCs stationed in India are tactical capability units executing multi-functional business operations. Indian GCCs are innovating digital transformation initiatives, including product/service launches for enhanced Digital CX.

The India opportunity

2150+ companies	**5200+** centres
4.2M employees	**60%** CAGR

44 New upcoming centres
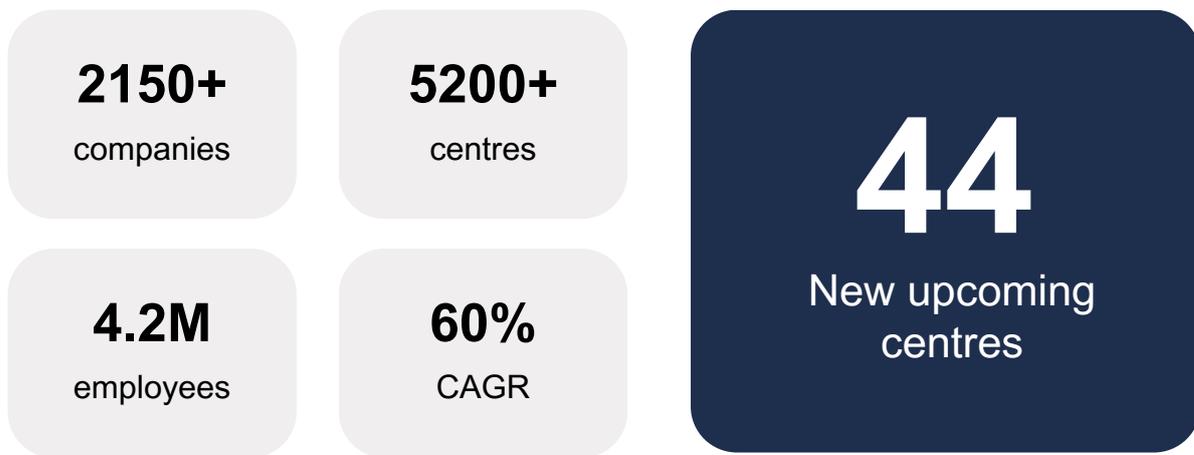
Data Source: Bamboo Reports, June 2024

How are Indian GCCs driving Global CX Trends in 2024?

The GCCs of Global Enterprises based in India increasingly prioritise CX as the centre of all value additions through diverse business functions. Here are three top CX trends that global enterprises' GCCs will embrace in 2024 and beyond.
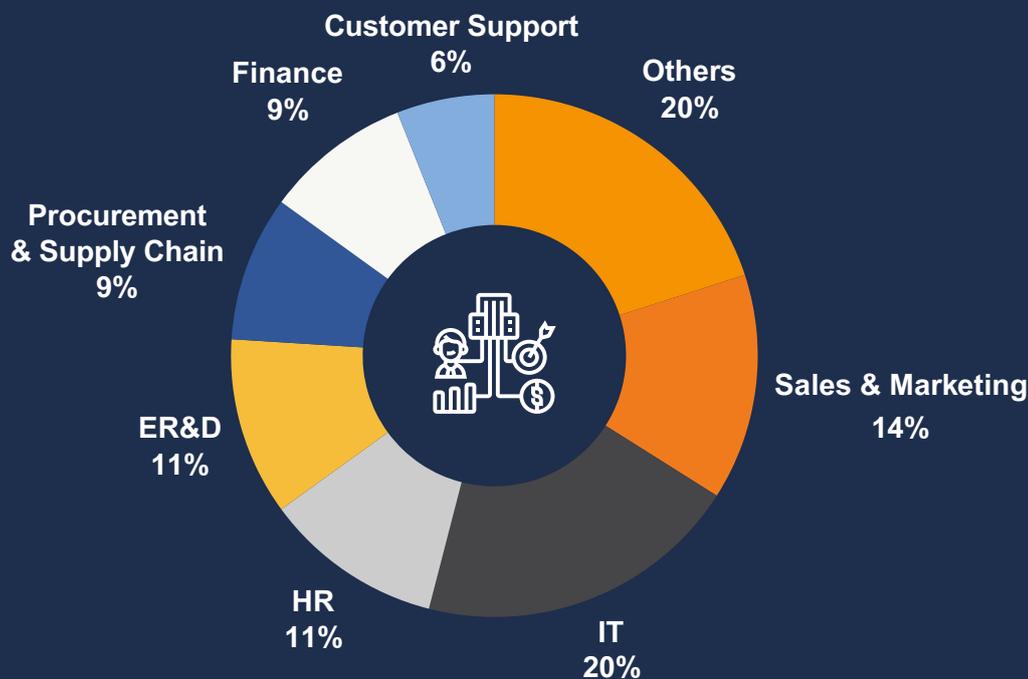
Focusing on emerging Digital CX themes

Applying Departmental Levers through DXP

Head-on readiness for the not so obvious CX deployment challenges

INDIAN GCC LANDSCAPE - POWERED BY

Overall split of business functions managed by Indian GCCs for parent organisations

- Customer Support 6%
- Finance 9%
- Procurement & Supply Chain 9%
- ER&D 11%
- HR 11%
- IT 20%
- Sales & Marketing 14%
- Others 20%

Data Source: Bamboo Reports, June 2024

- The GCC ecosystem in India is between the stages of adoption and maturity (i.e., the Initiation to Scaling Stage) regarding digital experience management.
- Also, across the GCCs, the innovation, IT, digital transformation, and marketing teams are pioneering the DXP roles.

The AGS centres support eleven business functions to improve digital customer experience by consciously analysing critical parameters and focusing on adding value to the functions.

Vineet Dwivedi
Global Head of Alcon Global Services

DXP fueling CX across business functions

DXPs enable businesses to take a proactive approach to CX across departments. The ability to connect multiple departments through a single DXP solves challenges associated with real-time omnichannel customer relationship management. GCCs are the central hub for managing all departmental capabilities using its powerful functionalities, improving brand effectiveness.

Customer-focused Business Functions	Departmental Applications	Digital Transformation Goals Achieved by GCCs
Marketing	• Integrated content creation and management • Marketing automation and • AI-powered content personalisation • Omnichannel content delivery	• Consistent brand identity • Intent-based CX delivery • Input-based hyper personalisation
Sales	• Digital sales rooms • Integrated sales enablement collateral management • Integrated CRM	• Access to on-the-go and sales enablement materials • Efficient tracking of real-time sales qualified leads • Increased conversion/closing rates.
Customer Management	• Product management • Customer insights and analytics • Transformational commerce	• AI-based solution for real-time customer service • Data-led CX improvements • Reduced time to market for the new CX capabilities
Commerce	• Cart and checkout management processes • Product information management • Payment and shipping • Multi-store management	• Superior shopping experience • Optimised and personalised product search results • Better CX with flexible payment and shipping options • Consistent digital experiences across storefronts

FUTURE-PROOFING DIGITAL CX TRENDS FOR 2024 AND BEYOND

Changing customer expectations and the need for enhanced CX

As customer expectations continue to rise and change, managing CX effectively is crucial. This means ensuring that all devices and engagement points provide consistent and seamless experiences. Providing relevant content at the right time and in the right context is essential to differentiating your brand.

Hyper-personalisation & Connected Commerce

Rise of conversational marketing

Top CX trends of 2024

Transformative impact of AI

Focus on first-party data

By 2024, hyper-personalisation powered by AI and delivered through omnichannel will revolutionise customer engagement. Conversational interfaces, i.e., voice assistants, will enhance the customer experience. Ensuring data privacy and trust will become more pragmatic, leading to a secure and reliable customer journey.

By nature, CX needs will be changing, and for enterprises embarking on the next stage of growth, their DXPs have to be more than just flexible and nimble. They have to be agile and responsive, ready to pivot at a moment's notice. This is not just a strategy but a necessity to swiftly adapt to any change in the CX space to meet market expectations.

FUTURE-PROOFING DIGITAL CX TRENDS FOR 2024 AND BEYOND

Emerging Digital CX themes in 2024

At a time when AI is practically transforming business across verticals, it is also unleashing ways digital CX is perceived, planned, designed, developed, and delivered. This year, we expect six significant ways in which digital customer experiences will shape up:

The transformative impact of AI

AI and ML-based technologies are changing how businesses connect with customers. By integrating these technologies, brands gain a better understanding of their audience and provide enhanced customer journeys.
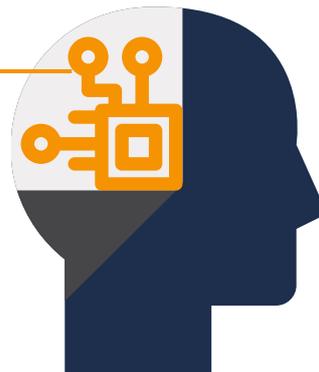
Hyper-Personalisation & Connected Commerce

Digital transformation is crucial for commerce businesses to gain a competitive edge through hyper-personalisation using customer data. Seamless and meaningful CX across all touchpoints, digital and physical, is imperative.

Our tailored digital strategies address specific needs, leveraging data analytics, AI and emerging technologies to provide a seamless and personalised customer journey.

Sharda Nenwani Gupta
MD and Global Business Services Head
India for Bayer

FUTURE-PROOFING DIGITAL CX TRENDS FOR 2024 AND BEYOND

Rise of conversational marketing

Rising customer expectations offer brands an opportunity to take communications to the next level, making them more interactive, conversational, and in real-time. Brands must create personalisation at scale through any channels that the customer prefers. The interactions need to adopt a person-to-person (P2P) model.

Focus on first-party data

Prioritising data security and user privacy in customer service will impact brands' targeting capabilities. Processes will be built around harnessing more first-party data from owned channels where customers willingly share their personally identifiable information (PII). Based on this first-party data, brands will inform marketing funnels and tailor digital CX.

Organisations are adapting to deliver service excellence amidst constant technology evolution and changing customer needs. The post-pandemic scenario has accelerated the need for a balance between strategic programs and tactical quick fixes.

Vivek Veeraraghavan
SVP of Digital Transformation APAC at Northern Trust

LEVERAGING GENERATIVE AI (GEN AI) IN DIGITAL CX

Transformative instances of Generative AI (GenAI) in Digital CX

Generative AI (GenAI) is a potential revolution brands are beginning to embrace to enhance their CX initiatives. Forward-thinking brands are already leveraging GenAI's power, and there are best practices to guide others on this journey. Let's explore how GenAI could transform digital CX at a fundamental level.

✓ **Data being the bloodline of GenAI for effective CX initiation:**
For CX leaders, the possibility of collecting and analysing customer data from both traditional and digital channels in real time is a dream come true. With GenAI's intelligent analysis of this data, brands can deliver tailored and context-specific experiences for their customers.

✓ **Productivity enhancements through AI-based recommendations:**
GenAI-based bots are capable and exceptional at analysing and summarising large amounts of digital assets. They provide actionable solutions in a fraction of the time it takes with manual methods. When combined with a human touch, this speed and efficiency enable brands to deliver personalised customer experiences quickly and seamlessly, enhancing customer retention.

✓ **Conversational Marketing and GenAI for voice-first experiences:**
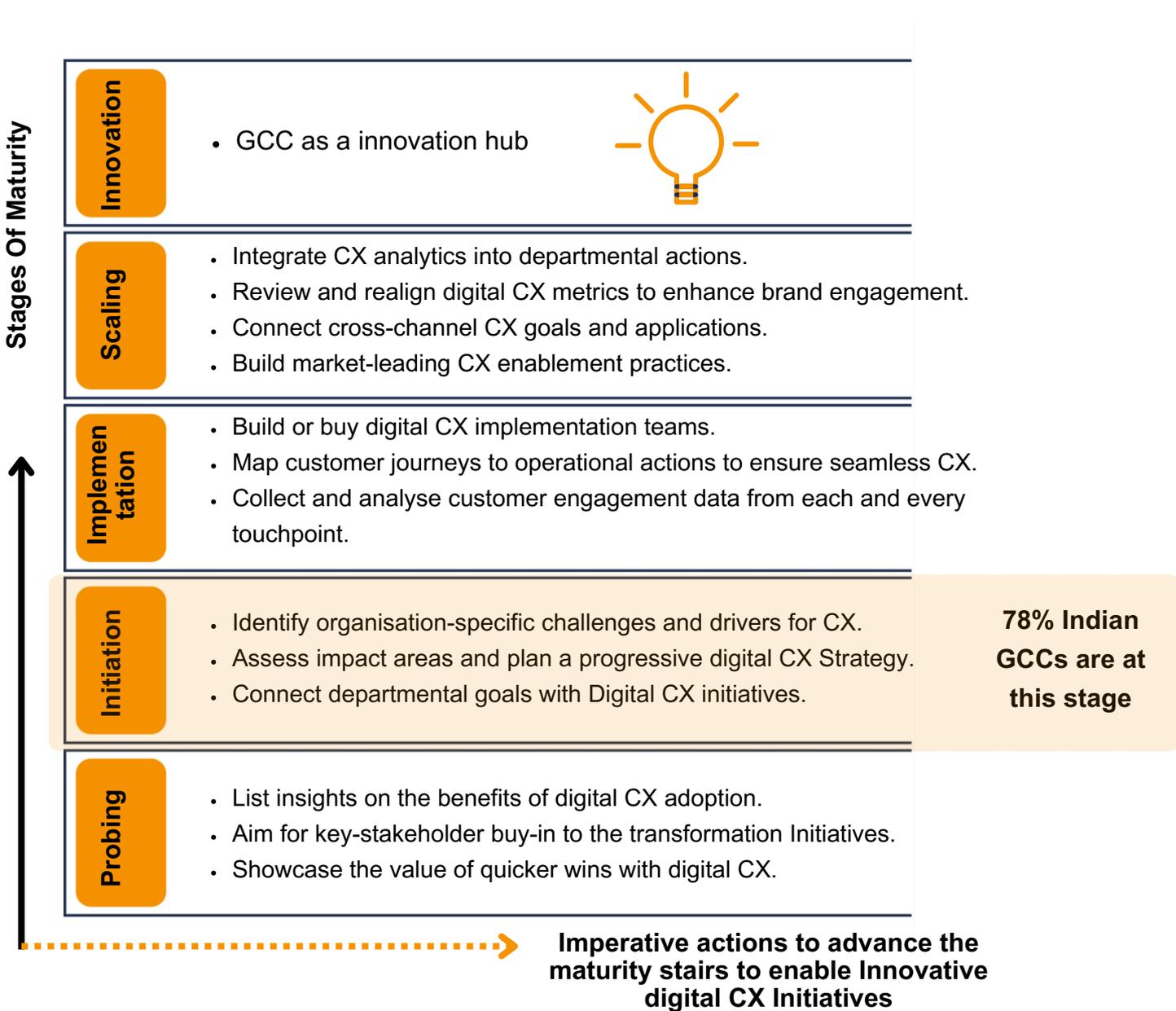Voice commands form the basis of the next generation of search, navigation, translation, comparisons, and more. Voice-first experiences are at the helm of the digital CX competition for brands. Top-notch voice technologies and GenAI's natural language capabilities enable effortless and increased brand engagement. This capability is now a good thing and will soon be the norm.

Digital CX Maturity Map of Indian GCCs

Brands evolve continuously in their digital CX maturity journey due to constant changes in customer expectations with the introduction of newer tech and platforms to interact in the marketplace.

The below assessment of a brand's digital CX maturity stages also incorporates where most Indian GCCs are on this path and what adaptations they need to embrace to achieve their digital CX goals.

Stages Of Maturity

Innovation
- GCC as a innovation hub

Scaling
- Integrate CX analytics into departmental actions.
- Review and realign digital CX metrics to enhance brand engagement.
- Connect cross-channel CX goals and applications.
- Build market-leading CX enablement practices.

Implementation
- Build or buy digital CX implementation teams.
- Map customer journeys to operational actions to ensure seamless CX.
- Collect and analyse customer engagement data from each and every touchpoint.

Initiation
- Identify organisation-specific challenges and drivers for CX.
- Assess impact areas and plan a progressive digital CX Strategy.
- Connect departmental goals with Digital CX initiatives.

78% Indian GCCs are at this stage

Probing
- List insights on the benefits of digital CX adoption.
- Aim for key-stakeholder buy-in to the transformation Initiatives.
- Showcase the value of quicker wins with digital CX.

Imperative actions to advance the maturity stairs to enable Innovative digital CX Initiatives

REAL-WORLD DIGITAL CX USE CASES

- Must-haves for Digital Transformation implementations

- Challenges Associated with Digital Transformation

- Expert Interviews from Indian GCC leaders on leveraging technology to drive their digital transformations and consequently, enhance CX for global enterprises.
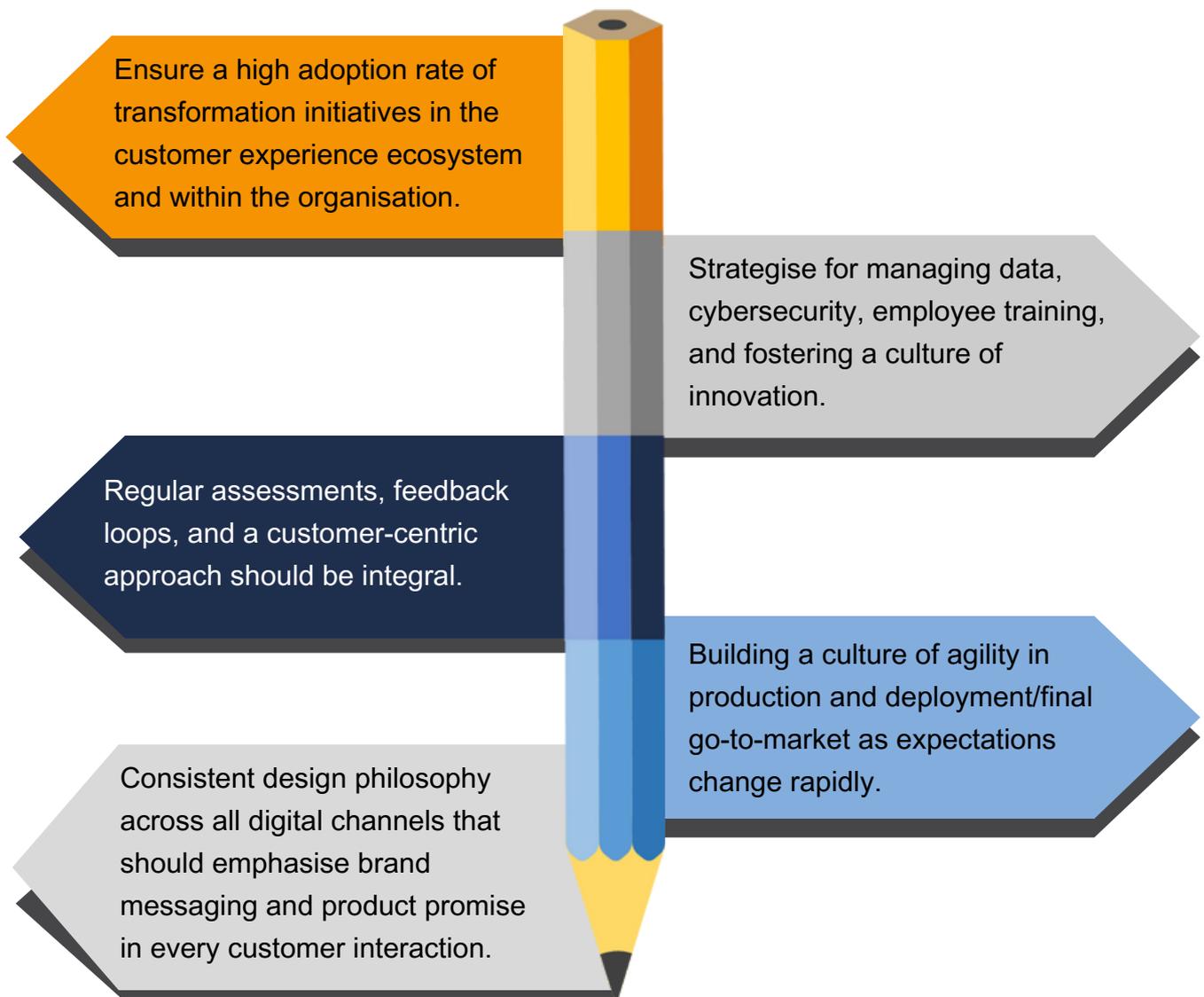
MUST HAVES FOR DIGITAL TRANSFORMATION IMPLEMENTATONS

Critical Considerations for Successful Digital Transformation Implementations

In reality (based on our interactions with GCC leaders), most Indian GCCs are currently at the initiation or enablement stage of the digital transformation ecosystem.

Plans and strategies are being developed and refined by in-house teams and third-party consultants as we speak.

Indian GCCs are reshaping the global digital transformation scene, and here are some of the critical elements to ensure optimal success in any digital CX initiative.

Ensure a high adoption rate of transformation initiatives in the customer experience ecosystem and within the organisation.

Strategise for managing data, cybersecurity, employee training, and fostering a culture of innovation.

Regular assessments, feedback loops, and a customer-centric approach should be integral.

Building a culture of agility in production and deployment/final go-to-market as expectations change rapidly.

Consistent design philosophy across all digital channels that should emphasise brand messaging and product promise in every customer interaction.

CHALLENGES ASSOCIATED WITH DIGITAL TRANSFORMATION

CX Challenges that are faced by global enterprises in their Digital Transformation journey:

1 The foremost step is ensuring the GCC is relevant to the global organisation's digital transformation initiative. This can be achieved by adequately projecting and articulating the GCC's successful DCX enablement instances.

2 Managing key stakeholders' expectations across the larger global team with a proper mechanism to address concerns is imperative.

3 Data privacy concerns, regulatory compliance, and the need for continuous innovation are among the challenges facing the rapidly evolving digital landscape.

4 Retention of intellectually motivated individuals who are core to the digital transformation implementation.

The challenges and journey of digital transformation vary depending on an organisation's maturity and approach. Indian GCCs and shared services centres can lead global digital transformation efforts.

Real-world Digital CX Use Cases

In the past few months, we have had the honour of connecting and discussing events that have led India to become the global hub of GCCs for large enterprises. These chats (both formal and informal) have helped us uncover real-world use cases and actionable insights on how Indian GCCs empower global enterprises in their strategic business priorities via digital transformation initiatives.

> Tailored digital strategies to address the specific needs of each business division.

Bayer's Indian Global Capability Centres drive our digital transformation goals, foster innovation, enhance operational efficiency and keep us at the forefront of technological advancements in life sciences.

GCC Leader

MD & and CH (Country Head) of GBS Bayer India

Sharda Nenwani Gupta

Read the Complete Interview

Use Case: Bayer India Global Business Services (GBS)

GBS Bayer is a global organisation with 5000+ employees across seven locations. The vision is to enable health for all and hunger for none by delivering superior services, enhanced user experience, leveraging unique capabilities and innovating to create additional value.

Transitioning from a back-end data compliance operation to data implementation, some key unique selling points (USPs) of GBS in the global arena include:

- Outstanding service for all Bayer customers, consumers, patients and farmers.
- Collaborative solutions for Bayer internal partners.
- A user-centric approach that creates value across business and demonstrates commercial astuteness.

More on this in the interview with Sharda Nenwani Gupta, MD & and CH (Country Head) of GBS Bayer India

> Going beyond the obvious is an approach for the healthcare sector in the post-pandemic era.

Alcon GCC in India has 11 AGS centres that support various business functions, including finance, HR, operations, IT, quality, regulatory and supply chain procurement. The R&D lab in India was inaugurated last year with a team of 350 people to focus on innovation.

GCC Leader

Global Head of Alcon Global Services

Vineet Dwivedi

Read the Complete Interview

Use Case: Alcon Global Services

At Alcon, we started as an independent company almost five years ago. From day one, we aimed to have a structured digital transformation regarding both outward and inward experiences.

Speaking of notable business impacts of these initiatives, I would like to share the following examples:

- We have been working to ensure that the patient onboarding systems provide a seamless digital customer experience for both the end users (patients) and the healthcare providers (the physicians and the hospitals).
- We introduced the portal MyAlconstore.com, where users can order/track the products easily.
- We have also enabled pilot projects with structured inventory management systems for hospitals, allowing stock planning to ensure a satisfactory experience for the end customers.
- Then, pilot projects are initiated with the help of generative AI to enhance inward digital transformation in terms of employee experience enhancement.
- Finally, we plan and prioritise the product features from the customer's perspective, so MVP is the base of our initiatives.

More on this in the interview with Vineet Dwivedi, Global Head of Alcon Global Services

Real-world Digital CX Use Cases

> Developing a profound understanding of your customer needs and carving out strategies reflecting the ambitions of specific customer cohorts.

At FGILI (Future Generali India Life Insurance), we have been augmenting our internal digital capabilities by investing in the right IT solutions since 2015. Consequently, the vast amounts of data generated daily are processed through a hybrid cloud environment, providing different levels of accessibility and peerless security while upholding user privacy.

GCC Leader

CMO of Future Generali India Life Insurance

Geetanjali Chugh Kothari

Read the Complete Interview

Use Case: Future Generali India Life Insurance

The digital transformation initiatives have enabled us to innovate internal operational processes with our enhanced digital capabilities and transition to a digitally enabled omnichannel distribution channel for our insurance products.

Some of the notable business impacts of these initiatives include:
- Maintaining business continuity seamlessly in hybrid work environments, even during disruptions like COVID-19.
- Our team now has access to relevant data sets to improve customer service.
- Moreover, sustaining this pace of digital transformation will remain vital for FGILI to build future-ready business models and innovate unique insurance products.

More on this in the interview with Geetanjali Chugh Kothari, CMO of Future Generali India Life Insurance

> Digital transformations in the post-pandemic scenario have accelerated the need to maintain a balance between the accurate delivery of strategic programs and tactical quick fixes.

The India Innovation Lab at Northern Trust implements digital transformations for the company's global enterprise and has won several awards, including the NASSCOM Technology Award for the Best Implementation of RPA in 2019. We have a strong innovation capability and can compete effectively with our industry peers.

GCC Leader

SVP of Digital Transformation APAC at Northern Trust

Vivek Veeraraghavan

Read the Complete Interview

Use Case: Northern Trust

The Indian workforce is known for its intellectual capability and analytical skills. From an Indian perspective, we have slowly but surely established a seat at the table and have been strategically solving problems at a global level.

Speaking of notable business impacts of these initiatives, I would like to share the following examples:

- We are now considered an alternative to foreign contractors. Our India capability centre is being leveraged instead of a service provider, which shows a shift in mindset.
- Our Indian innovation lab has delivered remarkable results in just 50 to 60 days, proving that India has significant capabilities in supporting the global enterprise from this hub.

Our operating model has three pillars, one of which is the consulting. It reviews problems, maps dependencies for connecting upstream and downstream processes and finally estimates the impact the solution may have on the larger organisation in the near and long term.

More on this in the interview with Vivek Veeraraghavan, SVP of Digital Transformation APAC at Northern Trust.

CREDITS & DISCLAIMER

GCC Leaders who participated in the interview series

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SHARDA NENWANI GUPTA

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GEETANJALI CHUGH KOTHARI

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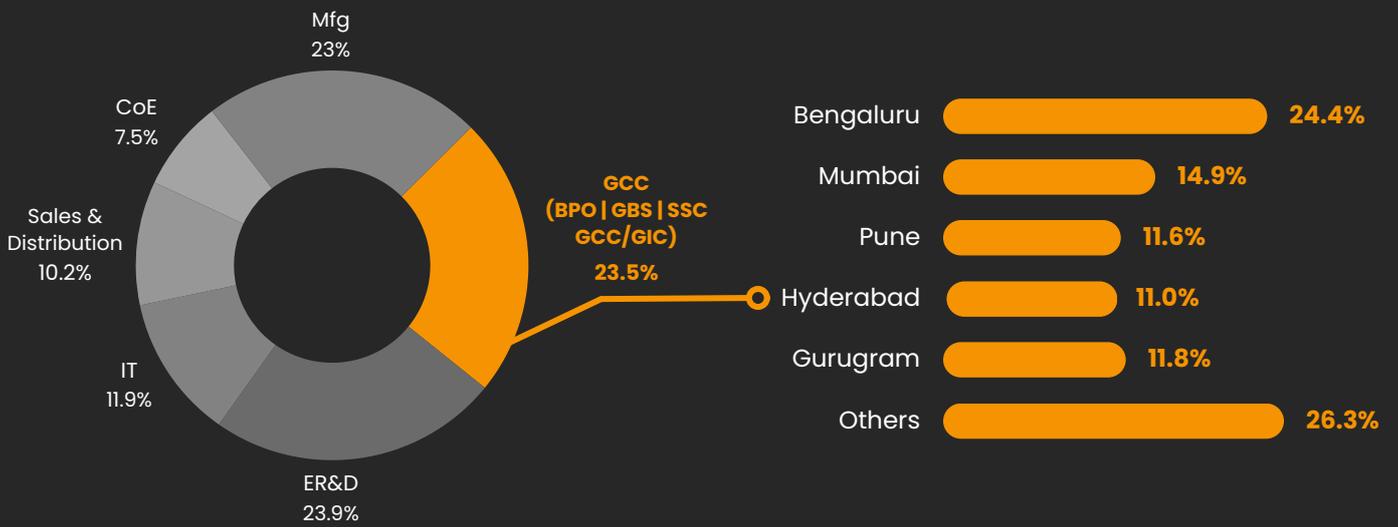
VIVEK VEERARAGHAVAN

SVP of Digital Transformation APAC at Northern Trust

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Global Capability Centres

An ecosystem that's rapidly maturing in India

Mfg
23%

CoE
7.5%

Sales &
Distribution
10.2%

IT
11.9%

ER&D
23.9%

**GCC
(BPO | GBS | SSC
GCC/GIC)
23.5%**

Bengaluru	**24.4%**
Mumbai	**14.9%**
Pune	**11.6%**
Hyderabad	**11.0%**
Gurugram	**11.8%**
Others	**26.3%**

BAMBOO REPORTS ADVANTAGE

90%
More data coverage compared to other market intelligence tool

2150+
Multinational Companies with centres in India

5200+
In-depth Mapping of centres across functions of India

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