



# **Scaling Up the Adoption of Automation Solutions – The Evolving Role of Global In-house Centers**

Catalyst™

Market Report – November 2019: Complimentary Abstract / Table of Contents

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# Table of contents

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Topic	Page no.
Introduction and overview .....	04
Summary of key messages .....	06
Section I: Adoption of automation solutions in GICs – an overview .....	12
Section II: Scaling up the adoption of automation solutions – the evolving role of GICs .....	15
• Key trends and focus areas for GICs .....	16
• Range of services offered by GICs .....	17
• Strengthening the talent ecosystem .....	19
• Strengthening the role and composition of automation Centers of Excellence .....	22
• Developing in-house tools/platforms .....	24
• Shifting the focus from generating cost savings to delivering business impact .....	26
Section III: Key challenges faced by GICs while scaling up .....	27
Section IV: Case examples highlighting the automation maturity of leading GICs .....	32
Section V: Outlook .....	43
Appendix .....	45

# Introduction and scope

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## Overview, scope, and methodology of this report

The past 12-18 months have witnessed several GICs steadily scaling up the adoption of automation solutions and emerging as key strategic entities for the enterprises in this space. In fact, many GICs today house the global automation Center of Excellence (CoE), driving several initiatives across the enterprise.

**In this research, we aim** to capture the key trends and challenges faced by GICs while scaling up the adoption of automation solutions.

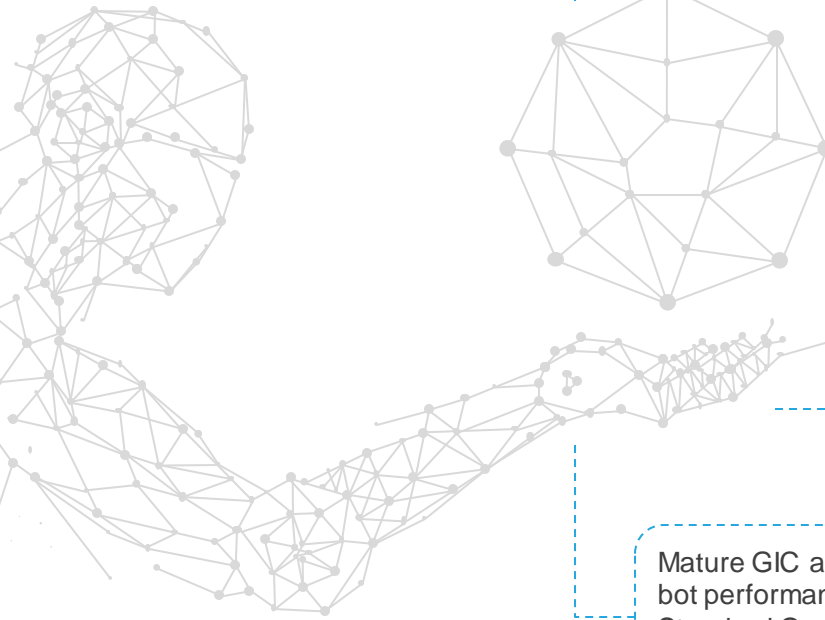
This report specifically provides:

- An overview of the adoption of automation solutions across GICs
- Key trends around the evolving role of GICs while scaling up the adoption of automation solutions
- Key challenges faced by GICs in this journey

This report also contains 10+ examples highlighting the maturity achieved by GICs across various dimensions such as talent, CoE management, and the leverage of advanced automation solutions such as Artificial Intelligence (AI) and Machine Learning (ML).

The report is primarily based on interactions with senior leaders from 100+ GICs, third-party service providers, and automation technology vendors.

# Scaling up the adoption of automation solutions in GICs – an overview



Over the past two to three years, GICs have made significant progress in the adoption of automation solutions (both RPA and AI). GICs have built scaled delivery teams with strong domain knowledge around the implementation of automation solutions.

There are multiple instances of GICs housing the global automation Center of Excellence (CoE) and driving automation across the enterprise. Aggressive adopters have moved beyond automating processes within the GIC and are now supporting process automation across locations and businesses.

While GICs have made significant progress, they also face their share of challenges. Some of these include the lack of skilled talent, setting up and scaling infrastructure, and removing roadblocks from compliance, regulatory and security functions.

Some advanced GIC adopters have built their own automation platforms. These platforms are typically used for process automation for smaller tasks and complement products from other market vendors.

Mature GIC adopters have developed in-house procedures for areas such as process selection, bot performance management, security management, and infrastructure governance. These Standard Operating Procedures (SOPs) have helped GICs expand their delivery across functions and locations in a smooth manner.

# Overview and abbreviated summary of key messages

This report highlights adoption trends, evolving role played by GICs while scaling up automation initiatives and the key challenges they face in their journey

**Some of the findings in this report, among others, are:**

## Overview of automation adoption trends in GICs

- Over the years, several GICs have progressed in their automation journey from planning/pilot stage to scaling up and steady state
- GICs have achieved significant scale and penetration for enterprise-wide delivery of automation services

## Major trends and focus areas

- GICs are providing a wide range of solutions/support (e.g., advisory or end-to-end implementation support) to their parent enterprise
- There is an intentional focus across GICs to strengthen the in-house talent ecosystem. From developing in-house automation talent to managing vendor resources, GICs are taking major strides in the talent management space
- GICs are viewing automation as lever for generating business impact (e.g., revenue impact as against using automation just for cost/efficiency savings)

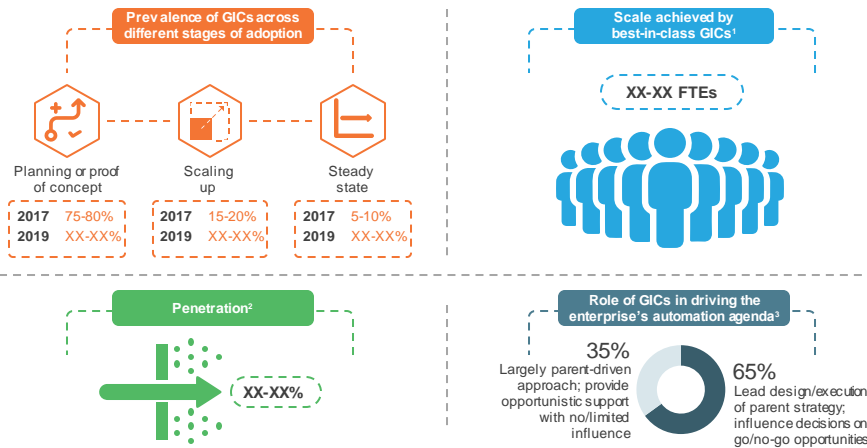
## Key challenges

- GICs currently face challenges such as non-availability of skilled automation talent, change management issues, and lack of leadership buy-in while scaling-up automation initiatives
- Successful GICs have developed best practices to overcome these challenges

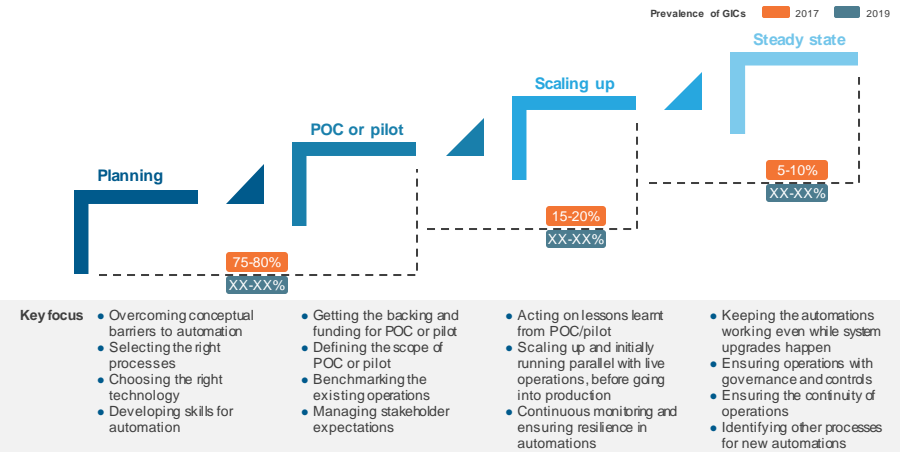
The report also includes case examples showcasing the automation maturity achieved best-in-class GICs.

# This study offers five distinct chapters providing a deep dive into key aspects of the automation initiatives in GICs; below are four charts to illustrate the depth of the report

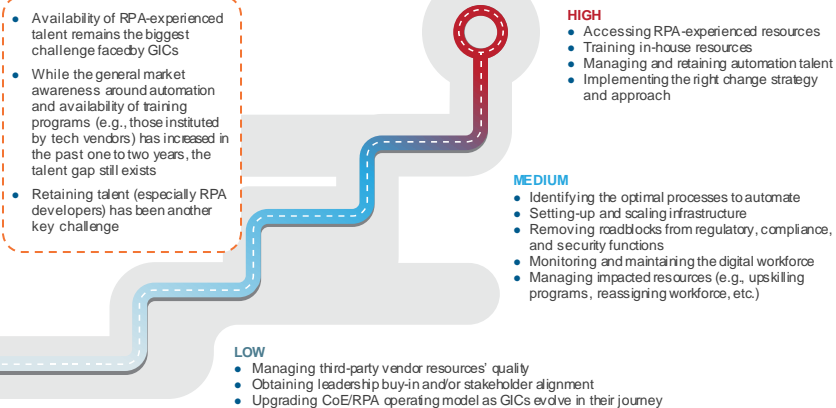
## Progress made by GICs in scaling-up automation



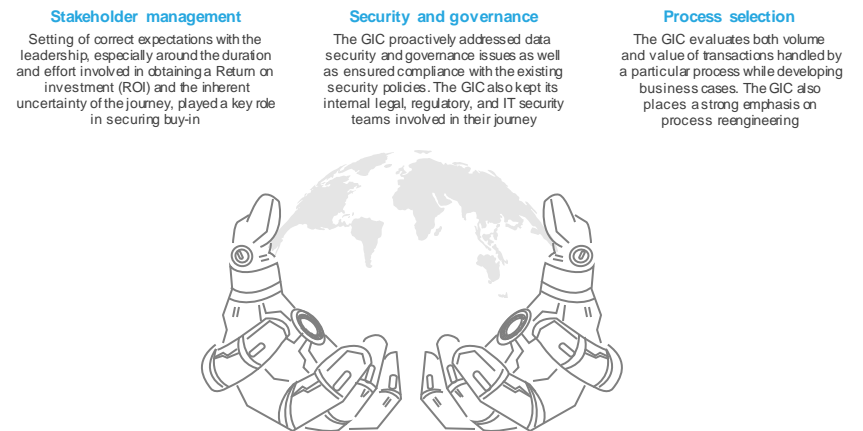
## Stages of RPA adoption



## Key challenges faced by GICs in scaling-up automation



## Case example of the GIC of a US-based retailer



# Research calendar – Catalyst™

Published
  Planned
  Current release

## Flagship Catalyst™ reports Release date

Global In-house Center (GIC) Landscape Annual Report 2018 – GICs Emerging as Innovation CoEs for Global Enterprises.....	May 2018
Global In-house Center (GIC) Landscape Annual Report 2019 - Enterprises Insourcing IT Services to their GIC .....	June 2019

## Thematic Catalyst™ reports

Talent Strategy in Global In-house Centers (GICs)   Pinnacle Model™ Analysis 2019.....	January 2019
How to Drive Global Ownership from Global In-house Centers.....	February 2019
Data and Analytics Maturity in GICs   Pinnacle Model™ Analysis 2019 .....	June 2019
How to Drive Revenue Impact Through Global In-House Centers (GICs) .....	June 2019
Healthcare and Life Sciences – GICs in India Fast-tracking Enterprises’ Digital Agenda .....	July 2019
Global Technology Centers (GTCs) in India: Software Products Enterprises’ Solution to DIY .....	July 2019
How to Undertake a Successful Insourcing Journey .....	August 2019
Building the insurance BPS Workforce of the Future .....	October 2019
<b>Scaling Up the Adoption of Automation Solutions – The Evolving Role of Global In-house Centers .....</b>	<b>November 2019</b>
GIC 4.0: What is Next in the GIC Evolution Journey? .....	Q4 2019

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# Additional Catalyst™ research references

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The following documents are recommended for additional insight into the topic covered in this report. The recommended documents either provide additional details on the topic or complementary content that may be of interest

- 1. RPA Implementation in GICs – Learnings and Best Practices** ([EGR-2017-2-R-2514](#)); 2017. This report discusses the changing role of GICs from a low cost delivery destination to becoming capability centers for digital technologies such as automation. The report covers the key learnings and the best practices of GICs and also focuses on the challenges and mitigation approaches taken to overcome them. The report also includes case studies on the RPA journey of leading GICs from a variety of industry verticals and stages of RPA adoption
- 2. Leading Innovation and Creating Value: The 2019 Imperative for GICs** ([EGR-2018-34-R-3016](#)); 2018. This report focuses on how Global In-house Centers (GICs) are driving innovation for their parent enterprises. The report covers the current state of adoption of GICs across different types of innovation. It further delves into the key enablers for driving successful innovation, supported with case studies of leading GICs across each enabler. The report also captures the best practices and identifies the call to action for leaders based in both the GICs and parent enterprises, specifically on how to accelerate on the innovation curve
- 3. Data and Analytics Maturity in GICs | Pinnacle Model™ Analysis 2019** ([EGR-2019-42-R-3199](#)); 2019. Everest Group's GIC Data and Analytics Maturity – Pinnacle Model™ analysis focuses on understanding the journey of Pinnacle GICs that have developed a combination of differentiated capabilities along with driving superior outcomes in the data and analytics space. The assessment is based on evaluation of the capabilities of 50 leading GICs across verticals

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