



Innovative Talent Practices to Build the GBS of the Future

Catalyst™

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

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- Accelerators™
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Custom research capabilities

- Benchmarking | Pricing, delivery model, skill portfolio
- Peer analysis | Scope, sourcing models, locations
- Locations | Cost, skills, sustainability, portfolio – plus a tracking tool
- Tracking services | Service providers, locations, risk
- Other | Market intelligence, service provider capabilities, technologies, contract assessment

Background and scope

Overview

- We are undoubtedly approaching an inflection point where the talent needs of the future will change drastically. The workforce of the future will operate in a fundamentally different manner. This will have significant ramifications for companies across geographies and industries. The offshore/nearshore global services industry, estimated US\$200 billion as of 2019 and employing over 7 million people, will also witness serious impact
- The offshore/nearshore global services industry has come of age and going forward, the historical, arbitrage-based labor-intensive model will not work. The workers employed across various Information Technology Services (ITS) and Business Process Services (BPS) jobs need to reinvent themselves to stay relevant. Organizations face a great risk as well, as they may not have the right workforce if they do not help their employees reskill right now
- While most organizations are in the early stages of accepting the new reality, some have already made great strides in readying themselves for the new normal. In fact, many of these futuristic organizations are deploying employee-centric, innovative techniques to build the workforce for the future. It is not always about producing new ideas, sometimes the innovation is found in new ways of implementing the traditional practices/policies as well. In this report, we have synthesized the learnings and best practices from over 100 Global Business Services (GBS) / Global In-house Centers (GICs) and shared services of global organizations
- In this report, we have primarily answered two crucial questions:
 - Why and how are talent needs changing?
 - What innovative talent practices have market leaders adopted?
- Further, we have also shared 45+ case studies from GICs / shared services organizations that have implemented these innovative talent practices

Approach and methodology

This report is based on an assessment of 100+ leading GBS / GICs / shared services organizations across US, India, Asia Pacific, Europe, and Latin America. We have used inputs gathered from our conversations and through various surveys over the last ~24 months (2017-2019) for producing this report

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Summary of messages

1

Various business and technology trends are manifesting differently among different talent needs

2

The war for talent will continue to intensify in a supply constrained market

3

Organizations need to take a holistic view of their talent needs and initiatives to address future needs

4

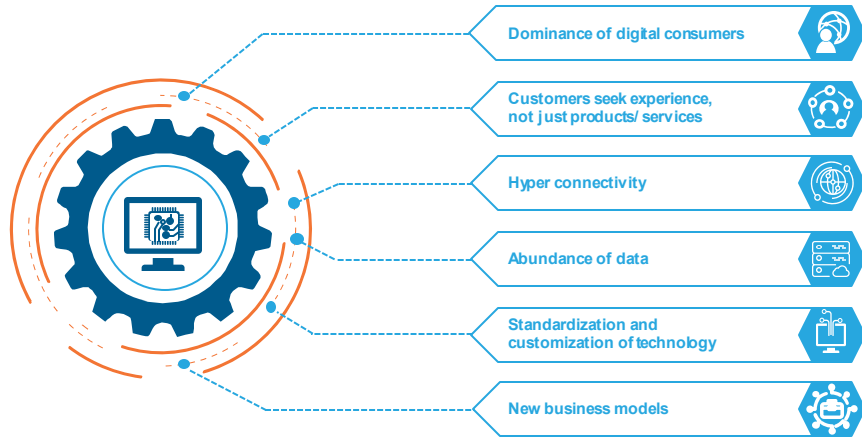
Out-of-the box thinking is needed to advance initiatives to build workforce of the future

5

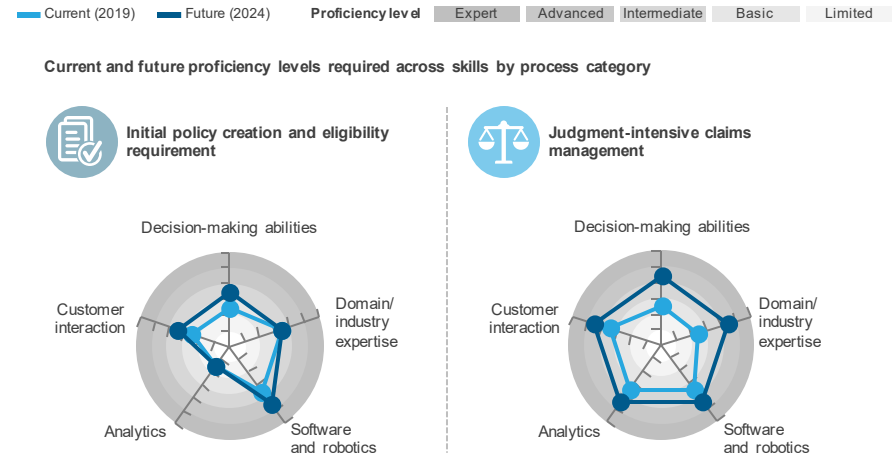
This is not a one-time initiative, organizations need to institutionalize continuous talent development

This study offers the approaches and best practices on innovative talent practices to solve future needs, based on assessment of over 100 Global Business Services (GBS) organizations

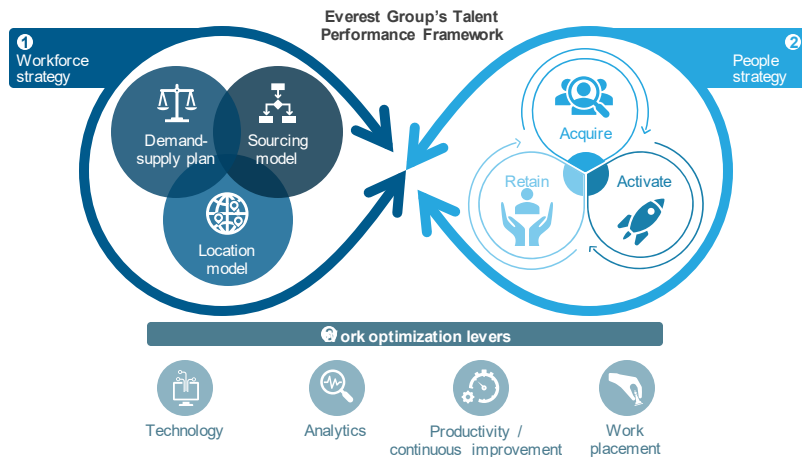
Factors driving changes in skill needs



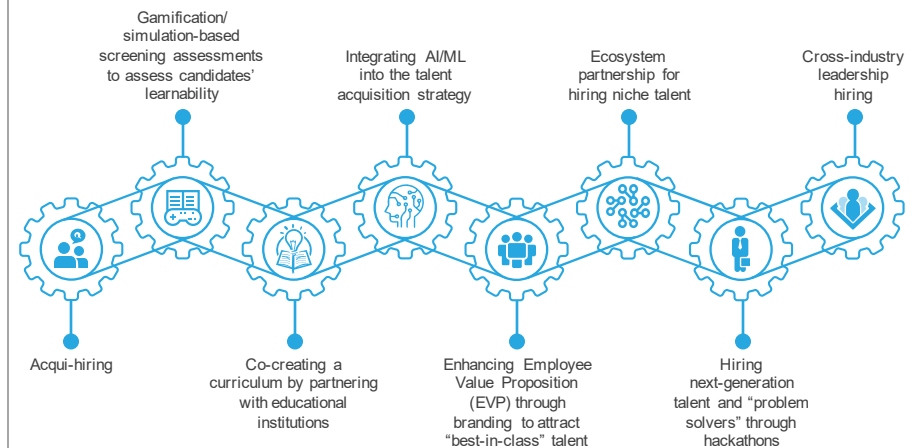
Changing nature of skills needs



Framework for holistic future talent strategy planning



Examples and case studies on innovative talent practices



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 GICs	July 2019

Thematic Catalyst™ reports and Viewpoints

Leading Innovation and Creating Value: The 2019 Imperative for GICs	December 2018
Redefining the Future of Work – Human Plus Technology	January 2019
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 & Analytics Maturity in GICs Pinnacle Model™ Analysis 2019	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
How to Drive Revenue Impact Through Global In-House Centers (GICs)	June 2019
Building the Insurance BPS Workforce of the Future	October 2019
Case Studies on Scaled RPA Adoption in GICs	October 2019
Innovative Talent Practices to Build the GBS of the Future	November 2019
Improving the Productivity of the GIC Workforce	Q4 2019
Start-up Engagement Models for GICs	Q4 2019

Note: For a list of all of our published Catalyst™ reports, please refer to our [website page](#)

Additional Catalyst™ research references

The following documents are recommended for additional insights 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. Redefining the Future of Work – Human Plus Technology** ([EGR-2019-37-V-3035](#)); 2019. This viewpoint aims to establish that the future of services delivery will be centered around redefinition, and not the elimination of human work. It highlights how the role of both humans and technologies will be transformed and work will be redistributed in accordance with the capability and the skill level of both. This will enable an evolved workplace where both humans and technologies will work together to deliver superior value – one which cannot be achieved by either of the two working alone
- 2. Talent Strategy in Global In-house Centers (GICs) | Pinnacle Model™ Analysis 2019** ([EGR-2019-42-R-3042](#)); 2019. Global In-house Centers (GICs) have evolved as powerful value creators, driving innovation and catalyzing their parent enterprises' priorities. However, the rapid advancement of the enterprise's digital agenda is transforming the GIC delivery and operating model. Consequently, the talent model in GICs is also changing fast. This research identifies and understands what Pinnacle, or best-in-class, delivery centers are doing differently as they undergo this fundamental change – how they have built and orchestrated talent capabilities, the techniques they have implemented to enable talent model transformation, and the business outcomes they have delivered to their organizations
- 3. Building the insurance BPS workforce of the future** ([EGR-2019-28-R-3377](#)); 2019. Business and technology disruptions such as digital transformation and automation, are exhibiting a profound impact on the insurance BPS industry. Automation of transaction-intensive jobs, the need to drive better customer experience, and increase in offshoring of judgment-intensive roles is changing the job profile of the offshore insurance BPS workforce. As a result, the nature of the skills required by offshore workforce is evolving at a rapid pace. This report assesses the impact of automation and other digital interventions on the Indian insurance BPS industry workforce, identifies the extent of skill gaps that the industry is expected to witness across different processes, and recommend interventions required to prepare the workforce for the future

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