

NASSCOM Re-skilling Series The Journey of WNS

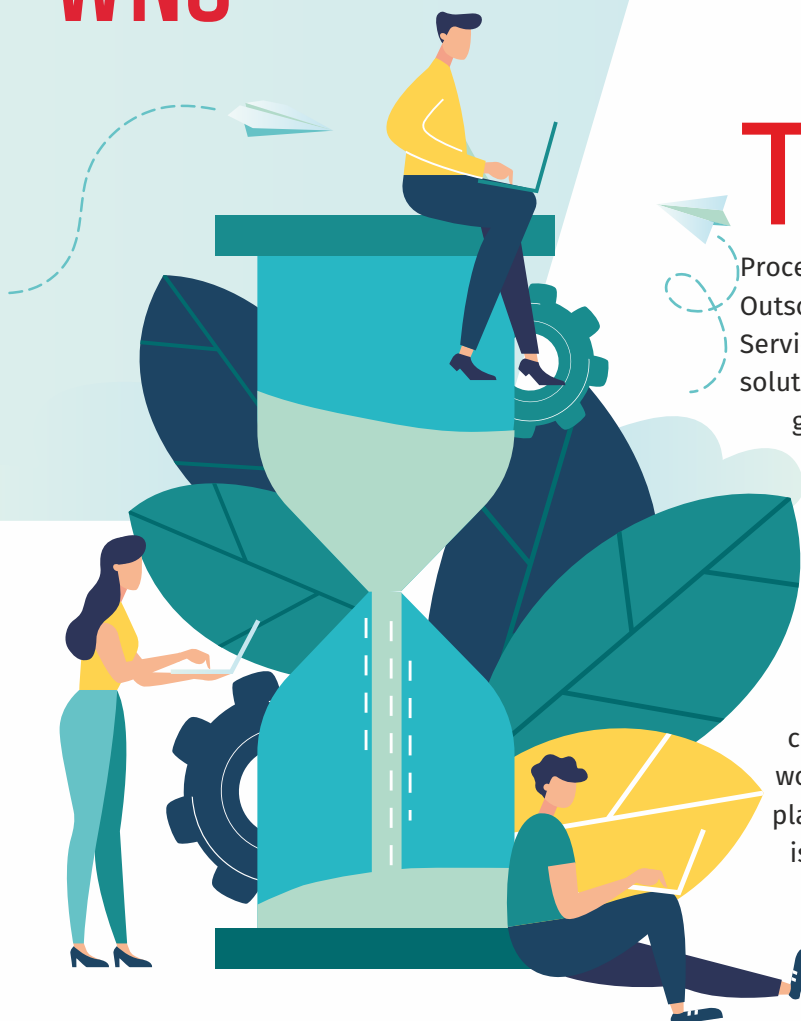


Introduction

The USD 35 Billion Business Process Management (BPM) industry in India has had a momentous journey, evolving from call centers through Business Process Outsourcing (BPO), Knowledge Process Outsourcing (KPO) and Information Technology Enabled Services (ITeS), to emerge as the global hub for digital solutions. This evolution is demonstrated clearly in the growth of WNS Global Services.

The company started off as a BPO in 1996, when BPO signified a low-cost service provider, doing repetitive tasks for global companies. Today, WNS provides an end-to-end suite of technology, analytics and digital solutions to global clients across key industry verticals, helping them effectively tackle the challenges of changing customer behavior trends in a constantly accelerating world. In fact, WNS has emerged as one of the hottest players in the BPM industry. The company's share price is at an all-time high of USD 58.96 per share and has doubled over the last three years. WNS enjoys a market capitalization of USD 3 Billion. In FY 2018-19, WNS posted an adjusted net income of USD 140 Million.

WNS continues to progress in its digital transformation journey with an unwavering focus on its talent capabilities – which the company believes is a key element in its success. The NASSCOM re-skilling series explores WNS's proven re-skilling mantras and the factors that make the company's digital transformation journey unique.



How WNS Drives Digital Transformation

WNS's approach to re-skilling and digital talent development is strategically customized, with the magnitude of focus changing with horizontal and vertical requirements. Teams with domain and functional roles, equipped with domain expertise, widen their focus to develop capabilities in Robotic Process Automation (RPA) and analytics. The technology, analytics and automation teams focus on a range of digital technologies to develop as specialists and experts.



Developing Digital Talent Capabilities

As WNS powers into the digital era, its values have transitioned from merely driving operational excellence to delivering new levels of digital and automation-fueled agility. This demands the development of in-house talent to empower the company to achieve its true potential.

Foundational capabilities that are required across the organization are demarcated from skills tailored to specific organizational and business needs. Competency gaps are identified across teams and individual contributors to enhance the precision and efficacy of WNS's capability building efforts.

Developing digital talent takes one of two paths at WNS:



Base of the operations layer

Building hard-core technical skills.

These professionals have in-depth, domain-specific knowledge and are further developed to become a T-skilled professional – a key member of a successful team in today's agile environment. T-skilled professionals bring domain, functional and technological skills to the project and effectively collaborate in a team of professionals with varied specializations.



Managers and Leaders

Bringing a positive shift in their mindset, attitude and behavior. This includes:

- Being digital-savvy
- Blending technology with domain and function
- Developing a design mindset
- Acquiring soft skills such as curiosity, nimbleness, grit and a whole-hearted commitment to solving real-world business problems for clients

Associates

Develop 'conduits' between domain and technology



WNS aims to re-skill about 30 percent of its workforce (~20,000 employees) over the next three years through a structured digital education program.

Managers

Develop 'technology catalysts' who can work with technology teams to identify opportunities



Key Re-skilling Initiatives at WNS

WNS Education was created after recognizing the need for a serious, structured and more focused approach to re-skilling. The initiative focuses on building core skills among BAND A (associates) and BAND B (mid-level management) employees. The final output is a talent pool of domain specialists who are digital-savvy and also have the right temperament to succeed in the digital world.

WNS Education is learner-driven, and is designed to provide the experience of enrolling in a part-time university course. The institute is headed by a senior person who acts like a principal. It has a Board of Studies (BoS) which comprises of senior delivery leaders across verticals who help ensure the curriculum is relevant, need-based and contemporary.

The key responsibilities of the BoS are to:



Ensure curriculum relevance



Create the learning mandate (such as the number of people to be covered)



Be custodians of Band A and B certifications



Identify future certification requirements



Contribute industry insights on required skills for the future

The tenure of WNS Education training programs ranges from three to nine months. The company invests a considerable amount of time and effort in constructing the programs.

The curriculum, with industry-relevant certifications, has been developed in partnership with MindMap Consulting. WNS is also in discussion with other partners to co-design more certified programs. A dedicated team also monitors WNS Education to ensure that the desired results are being achieved.

Integration with FutureSkills

To ensure an immersive learning experience, NASSCOM's FutureSkills platform has been integrated with WNS Education, supplementing its structured classroom-based re-skilling format with online learning.

FutureSkills supports learning in many ways:

- » A supplemental resource for learners on their certification journeys
- » An accessible resource with curated learning paths for domain leaders
- » A learning library for technology, analytics and IT professionals who want to deepen and widen their area of expertise
- » A knowledge sharing platform to stimulate curiosity and interest, with live talks and shared experiences by experts

Conclusion

WNS Education's university-based re-skilling model makes a credible case for the importance of structured learning in an era when self-paced learning, free from the boundaries of a classroom, is becoming the trend. With a set curriculum in place, students know exactly what they need to learn, as well as when, where and how to learn. FutureSkills supports the journey, acting as a foundational and reinforcement learning tool that offers use cases, applications and technology updates on a constant basis. Through this initiative, WNS is creating a continuous learning culture crucial for building successful organizations in the digital future.