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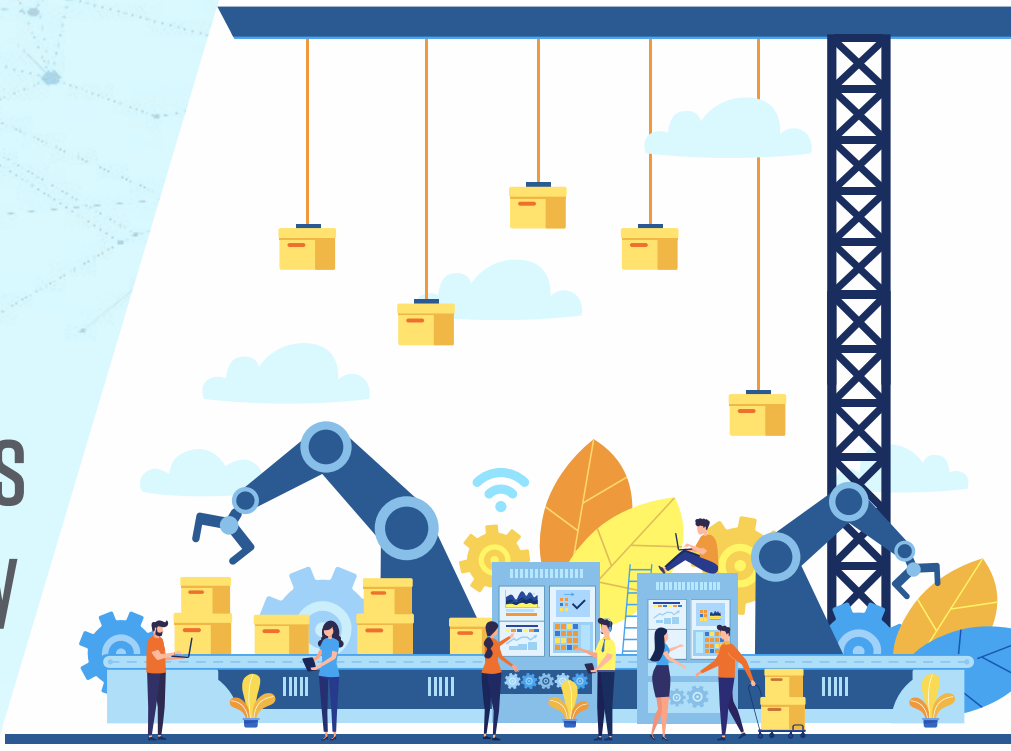
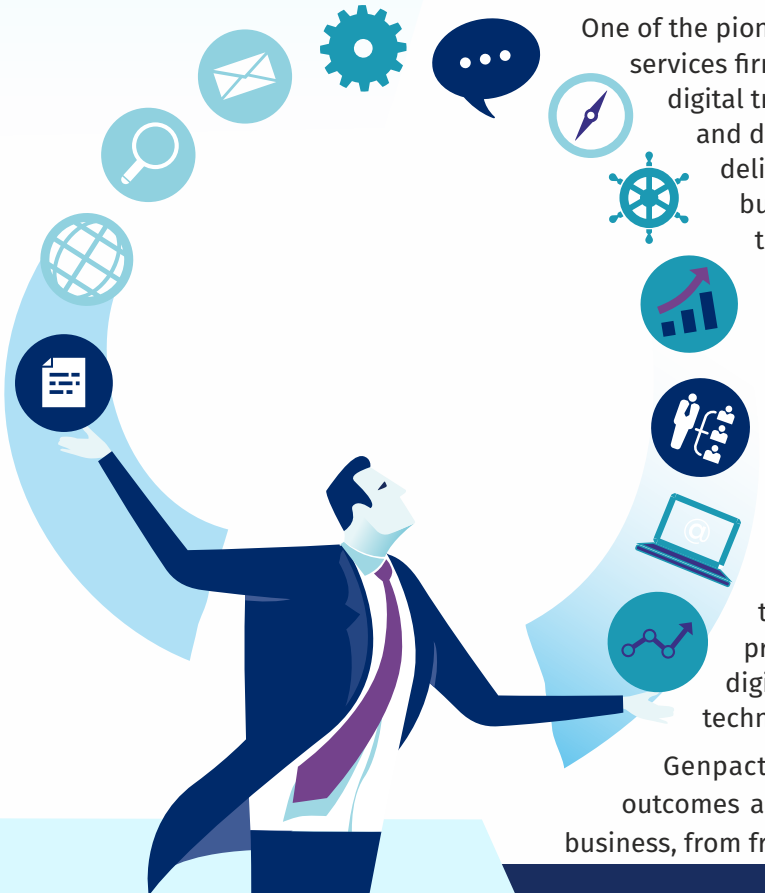
Transformation Happens Here



NASSCOM Reskilling Series
Genpact's Journey

Introduction

Digital technologies are revolutionizing competitive dynamics across industries and the right partnerships are crucial to make game-changing impact. The BPM industry has been thought of as the back-office of the world, doing necessary but unimaginative work. However, it has reimagined itself today, as technology changes the way we look at the world around us. From performing repeatable tasks to re-engineering processes to now transforming the end customer experience, BPM has had a fascinating evolution.



One of the pioneers in this industry, Genpact, a global professional services firm, is focused on being a partner to enterprises in their digital transformation. Today, Genpact drives digital-led innovation and digitally-enabled intelligent operations to help its clients deliver better customer experiences and achieve greater business impact. In this NASSCOM reskilling series, Genpact talks about how it develops its digital capabilities.

How Genpact drives Digital Transformation

Genpact helps transform the world's biggest companies by putting automation, artificial intelligence (AI), and analytics to work to reimagine experiences and create competitive advantage for its clients. Genpact's teams are strategic operators who know as much about the inner workings of a business as they do about the technology that transforms it. Their firsthand knowledge of business processes helps identify the most realistic opportunities for digital transformation and understand how to embed technologies into operations.

Genpact's innovation strategy is around driving real business outcomes and growth for clients. Its approach connects and shapes a business, from front to back, to deliver pioneering, seamless experiences for

clients' customers and employees. Genpact leverages its AI-based digital business platform, Genpact Cora, to innovate and drive real business outcomes that matter for each of its clients. Cora's curated technologies and partner ecosystem serve as building blocks to accelerate and scale business transformation. Genpact guides clients through their transformation journey, driving steps such as reimaging and building world-class experiences that connect the front to the back office, deploying and scaling intelligent automation, and building learning algorithms and prescriptive engines into operations. In a world full of hype, Genpact brings the real-world experience to successfully achieve digital transformation at scale.

Genpact explained its approach using a life sciences example of pharmacovigilance. In this case, Genpact brings process and industry expertise together in a connected ecosystem enabled by emerging technologies to predict and prevent adverse effects of medicines, ensuring patient safety - the actual outcome of a pharmacovigilance process. By embedding AI and machine learning into the business process, Genpact's Cora PharmacoVigilance improves data quality and insights across regulatory operations. It also improves the user experience for pharmacovigilance analysts by gathering, sifting through, and prioritizing reports and cases, generating notifications, and sending follow-up alerts. The product achieves touchless processing for most adverse-event cases, and when needed, it intelligently directs users through data fields, which streamlines quality control, and makes it easier to focus on the most important cases. The product is a great example of augmented intelligence, where smart analysts blend human intuition with machine intelligence to drive real business outcomes.

Genpact's
Three Horizon Framework

Genpact Cora's digital technologies are placed in the following categories:

Horizon 1

Use-cases for these technologies are well-understood (tried and true technologies)

Horizon 2

Covers leading edge technologies (those that are partially productive) e.g., Machine Learning, Computer Vision, Natural Language Understanding, ML

Workforce Requirement

- There is requirement for workforce in hundreds at expert level
- Requirement for workforce in thousands at intermediate level

What percentage of workforce requirement is met by external hiring versus internally?

- 30% - 40% of workforce requirement is met through external hiring and 60%-70% is met internally. However, this ratio changes to 20% - external hiring and 80% - internally as the impact of retraining becomes felt.
- E.g., people working on data massaging can be retrained and repurposed to work on few tasks in data engineering, such as, data preparation and selection of data sources. These tasks would make the job of data scientists much easier.

Horizon 3

Covers bleeding edge technologies (new technologies that are currently not productive)

Workforce Requirement

- There is requirement for a small group of people who are really good in Horizon 3 technologies, e.g., Blockchain architects

What percentage of workforce requirement is met by external hiring versus internally?

Most of it is met through External hiring

The Impact of the Future of BPM on Teams

Developing multi-component solutions implies that multiple people need to know and do multiple things together. This could be done in composite teams or in teams of teams. Traditional agile methodologies struggle in such scenario as they are meant for smaller teams doing specific things. It becomes important then to ensure the interoperability of the teams. This calls for a need to change the conversation from 'reskilling every individual' to 'reskilling groups of people working together'. This will also help augment the departure from traditional upskilling that is mostly I-shaped (narrow domain but deep expertise) to T-shaped reskilling, where employees get to learn from each other. They can thus interoperate effectively and express better collective intelligence.

Genpact focuses on collectively harnessing the knowledge and skills of its people with the help of its new reskilling framework called *Genome*[1] . The framework combines in-depth understanding of the science of learning and new operating models derived from MIT's Center for Collective Intelligence work to offer customized reskilling paths for tens of thousands of Genpact's employees. Genome has four key pillars (BITS):

'B'ECAUSE - Skill-Inventory: Identifies the skills that are already present in-house. The capability framework determines the proficiency level across 50 macro skills and sub-skills for each critical role. A good chunk of these skills is collaborative skills. The resulting assessment creates a baseline not only for individuals but also for groups of people working together that drives the prioritization of learning interventions.

'I'MMERSIVE - Incisive self-learning: Enables learners to access the right learning resources. Much of these resources are curated by internal experts. This makes the learning more contextual and increases its immediate applicability.

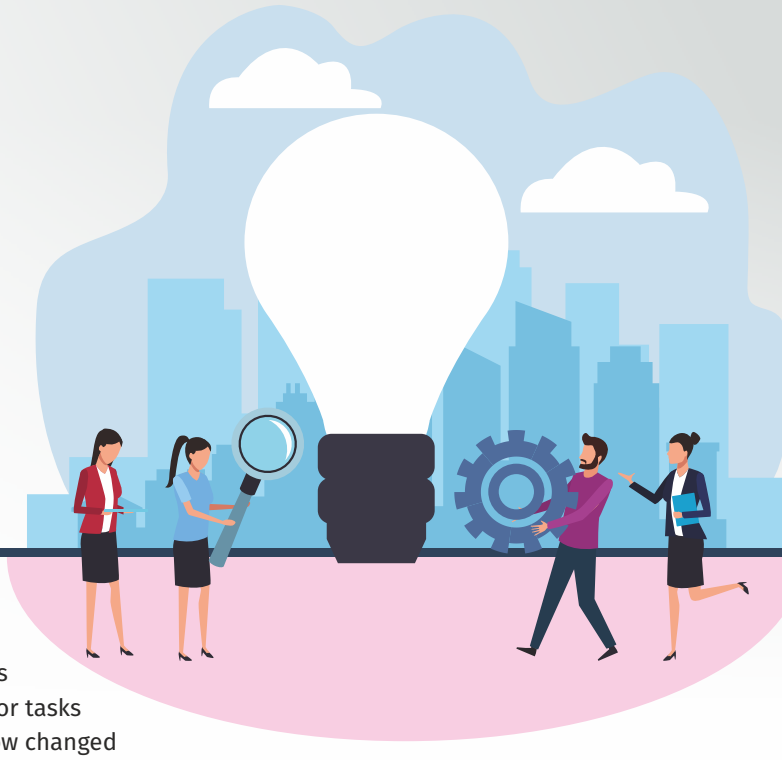
'T'RANSFORM - Knowledge-nodes connect: Gurus engage with learners through virtual, video-conferencing webinars.

'S'OLIDIFY - Learning through doing: Learners practice critical skills in actual projects with the supervision of gurus. After completion of the assigned tasks, gurus assess the level of completion and certify the learner.

Making employee learning More Effective

Genpact talked about innovative and cost-effective operating models that can make employee learning more effective. In earlier times, employees would attend intensive week-long training sessions at residential campuses. However, professional adults today may not learn the same way. The shelf-life of skills learnt today has reduced dramatically and sending employees to regular intensive week-long training sessions may not be feasible as work gets affected. Employees struggle with finding such time too. Also, unlike how kids learn at school, employees may have a hard time understanding and retaining concepts that are not connected with their existing knowledge. This, then, leads to the need for experiential learning, i.e., developing nuggets of learning that can be absorbed in the flow of work immediately, while they prepare for the next project.

[1] *'Re-skilling talent at scale in the age of AI' https://www.genpact.com/insight/point-of-view/re-skilling-talent-at-scale-in-the-age-of-ai*



Measuring Learning

If a person is currently at an intermediate level and wants to get to a proficient or expert level, they need to be told when they are ready to take that step. In former times, certifications solved that purpose. Although, certifications still hold value for tasks that need a license to operate, Genpact's overall focus has now changed from certification to quality controlling of employees' learning journey. This is done as follows:

In the short term

Genpact follows the progression of employees' learning activities with the help of a learning experience platform (Edcast). The platform is used for learning and information discovery. It captures granular data on how much the person has learnt, what skills they have acquired and what they have learnt about.

In the longer run

Gurus guide them and let them know when they are ready to take on the next assignment. (BITS approach)

Conclusion

Genpact's mantra for enabling its employees' lifelong growth and learning is its unique collective intelligence based reskilling model. It allows for continuous sourcing, crystallization, propagation and absorption of knowledge. As a result, the model helps to build a connected ecosystem that allows Genpact and its people to adapt to a constantly changing world.