

# NASSCOM Reskilling Series EXL's Journey



## Introduction

**A**dvancement in technology is creating tremendous value for companies in the BPM space. NASSCOM believes that the Indian BPM is positioned strongly to get the most out of this opportunity set. The industry is offering end-to-end digital solutions, boosting its profitability and competitiveness.

The sector continues to be the largest in the world, generating revenues close to \$32.5bn with an employee strength of 1.2 million. The future is promising too as the sector is expected to become worth \$50-\$55 billion by 2025<sup>1</sup>.

As the world of work gets redefined, a talent pool that is comfortable with the state-of-the-art technology is in great demand. Hiring for skills is one solution but supply is limited and often, the cost makes the solution uncompetitive. As a result, Indian IT-BPM firms have undertaken massive initiatives to build relevant digital capabilities among their workforce. Through this Reskilling Series, NASSCOM explores, how EXL Service, a leading operations management and analytics company is driving workforce reskilling in the digitally transforming world.

<sup>1</sup> 'Indian BPM Industry shows consistent growth capitalising on newer technologies and re-skilling'; NASSCOM [https://www.nasscom.in/sites/default/files/media\\_pdf/NASSCOM\\_Press\\_Release\\_BPM\\_Summit\\_2018.PDF](https://www.nasscom.in/sites/default/files/media_pdf/NASSCOM_Press_Release_BPM_Summit_2018.PDF) (Accessed 7<sup>th</sup> February, 2019)

## How EXL navigates Digital Transformation



Acquiring and developing the talent that companies will need if they are to win, has become a defining issue for business leaders in the digital era. While hiring and acquisitions are important options, constant capability development at scale is a key part of EXL's talent strategy. "What is the skill set of tomorrow?" is a perpetual question and constant learning is in-built into organizational DNA.

Employees at all levels are encouraged to take an active role in their own development, not just waiting for formal company-driven programs. Employees are encouraged to demonstrate learning agility to first achieve transformation within, to successfully drive transformation for our clients.

This necessitates speedy adoption of best-in-class technology and building the right digital capabilities. Success on this front requires orchestrating domain expertise and deep insights of relevant digital technologies, along with human capabilities for driving breakthrough outcomes.

Over the last couple of years, as digital intelligence grew into EXL's primary value proposition to its clients, it took a hard look at what domain capability really means for them. It comprises;



### Industry & Client Expertise:

Acquire deeper industry and client context to demonstrate thought-leadership and develop the ability to synthesize a clear point of view on leading transformation for clients



### Digital:

Embedding 'digital' capabilities focused on driving business outcomes and superior customer experience. Orchestrate complex and interdependent technologies with human expertise to drive break-through outcomes for clients.



### Process & Product Knowledge:





Build deep expertise and specialization around processes and product in the context of the client and industry.

Driven by these principles, EXL reshaped its focus areas for the domain academy.



## A focused development Approach on Digital

To be a strategic digital transformation partner for its clients, EXL has prioritized capability development on the digital dimensions of Digital Leadership, Digital Technologies and Methodologies and Digital culture & mindset. The table below explains:

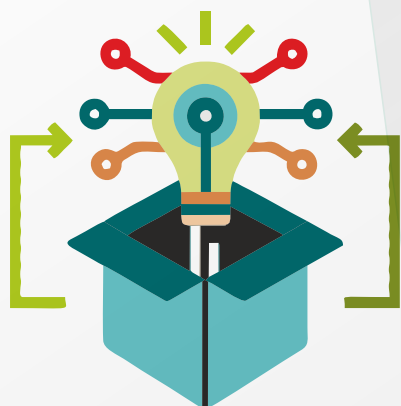
Digital Leadership	Digital Technologies	Digital Methodologies	Digital Culture and Mindset
			
Includes capabilities around digital transformation strategy, opportunity identification, business case creation, value articulation, ability to define the digital organization and ensure change management for clients.	Includes capabilities around analytics, automation & robotics, and AI and other emerging capabilities such as IoT and Blockchain.	Focuses on Agile, Design thinking and Lean.	Focuses on ensuring the right DNA which supports agility & speed, innovation, collaboration, value-focus, and mindset to reimagine.

## Key capability development initiatives at EXL

As part of their learning portfolio, EXL leverages a wide range of capability development mechanisms such as workshops and online trainings, blogs, communities of practice, action learning projects, MOOCs, Webinars and other new capability development platforms.

The digitally savvy workforce today is energetic and busy, highly driven, craves technology, is pragmatic and wants learning at their fingertips. To keep up with their learning needs, EXL ensures that learning can be accessed from anywhere, is available on demand, is self-directed and people can collaborate while learning. Naturally, EXL ensures that a differentiated digital capability development approach is aligned to the specific needs of different audience segments.

In the past year, EXL changed its Business EXLerator Framework to the Digital EXLerator Framework, underlining its commitment to a digital world. About 25,000 employees were taken through a mandatory training on what these ideas mean. Besides, Analytics and Advanced Automation & Robotics being core areas of focus, majority of the employees have undergone fundamental training to ensure higher digital quotient across the company. This is complemented by specialists who have been through deep dive training in Analytics, Machine Learning, Robotics, AI and Agile.



## Words of Wisdom



1. Many companies confuse digital maturity with the digital technologies themselves. Digitally mature organizations focus on making their businesses different through technology, not on technologies themselves. Business transformation is the primary focus.
2. To demonstrate digital intelligence, organizations need to transform their capability DNA in three ways.

a.



Build the right digital leadership capabilities for strategic depth and business acumen to lead digital transformation

b.



Digital technology expertise for delivering best in class solutions and products aligned to client context

c.



Digital culture & mind-set to embed agility, speed and continuous innovation for collaborative application of capabilities

3. Capability development today needs to be fluid, on-demand, collaborative, self-directed and outcome-focused. It's critical to develop practitioners who can manage end-to-end lifecycle of digital solutions. This includes domain and client expertise for accurate opportunity identification & diagnostics, clear business value articulation, as well as development, deployment and change management for sustaining outcomes.



## Conclusion

To be Digitally Mature, you have to disrupt your Capability DNA. The mantra that EXL has crafted on its digital transformation journey is 'Employing digital for catalysing business transformation; Driving digital maturity through a focused development approach on digital; and redefining domain in the light of digital'.