

## Inflection Point for the Global Leadership – Re-building Your Strategy

### A Brief Report on SSF's Exclusive Webinar

**April 30, 2020: Shared Services Forum (SSF) India** held an Exclusive Webinar in response to the **current global crisis leading to major business disruptions**. **65+ leaders and practitioners from the Business Services industry** participated in the webinar held on April 30, 2020 to listen to insights and perspectives of some of the industry experts on the topic:

### Responding to the Crisis and Sustaining Service Excellence & Beyond

The key topics for deliberations included:

- How are you engaging with your people? Has there been any paradigm shift in engagement in response to the current crisis??
- What, if any, are the skill gaps identified to better face the current situation and beyond?
- How has the service layout changed because of this unexpected situation?
- What were/are the biggest challenges in maintaining service delivery? How have you managed that?

Insightful experiences and deliberations were shared by leading industry practitioners:

- **Binu John**, Vice President, Cummins Business Services – India
- **G Venkataraman (GV)**, Head, Olam Global Business Services
- **Karthikeyan Velu**, SVP – Finance and Head – Global Shared Services, Bharti Airtel
- **Reena Sharma**, Senior Leader from a Fortune 500 company
- **Rahul Puri**, Head of Employer Relationships, ACCA
- **Rakesh Sinha**, Co-Founder, SSF and Executive Director & COO, RvaluE Group
- **Sanjay Gupta**, Chief Architect & Member Governing Council, SSF India



**Rakesh Sinha**, made the observation that where IT has proved to be the backbone of the industry, ITeS has become essential service to ensure that the businesses continue to deliver during the lockdown period, as expected. All the speakers mentioned that they looked ahead of time and were well prepared in advance for the lockdown watching the trends in other

impacted countries. **Binu John** spoke about how the leadership focused on 2 aspects to ensure a successful transition to working from home (WFH) – safety and security of the employees and IT infrastructure. **G Venkataramanan** spoke about the pandemic crisis as an unprecedented and extraordinary situation to be in for the entire world. Since his organization is a provider of essential services, for them it was all about keeping the ‘lights on’. Their key strategy was to move to #WFH in a phased manner – in 3 steps. Resilience and enabling them to strategize some of the key areas for easing the post-lockdown scenario – people, process, structural changes, tools and way forward. For **Reena Sharma**, speedy response by the tech teams has been the key factor responsible for the success of WFH strategy. They have increasingly focused on people initiatives and staying connected through the lockdown period. Giving the audience and insider view of the telecom services industry, **Karthikeyn Velu** mentioned that his team could overcome the challenges with confidence and well-structured delivery schedules with interim milestones and focusing on people skilling. Building the post-lockdown strategy for Velu has been to redesign processes for facing the new reality, for instance having 70% WFH situation. **Rahul Puri** spoke from the epicentre of where human interface will change for good. He spoke about Emotional Quotient (EQ) being as necessary an element as Digital, that will enable the new reality; and reiterated that as the world looks at a newer way of work with the pace of digital transformation even faster than before, skills such as digital, stakeholder management/ communication and technical and ethics have become of prime importance.

**Sanjay Gupta’s** closing presentation was very well positioned as he spoke about the ‘New Gold’ for an organization being Capability and Innovativeness of people.

Rakesh’s initial statement on the pandemic and the way forward had fittingly summarized the situation and the response of the leaders as a positive event – **“this situation seems like a good inflection point for the world or the global leadership to see how to rebuild your strategy from here.”**

#### **Key takeaways:**

- ✓ People engagement, with effective communication and empathy, has been the focus area to ensure a successful WFH with a minimal impact on deliverables
- ✓ Digital readiness has been the principal enabler for making the lockdown a period of continued business delivery
- ✓ Skilling and reskilling techniques need to be implemented to ensure that the employees get equipped for the ‘new business world’, post the lockdown
- ✓ A strong EQ is a critical success factor as companies re-strategize themselves to face an unknown future

The attendees put up their questions on challenges and future of the industry which were taken up by the panelists. All the questions, presentations and the video recording of the entire discussions are available on the link: <https://sharedservicesforum.in/webinar/>

The event was duly supported by our partners – **Knowledge Partner, RvaluE; Event Partner ACCA and Technology Partner, Muniwar Technologies. SSF**