Common Myths

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Enabling Process Edge and Competitive Advantage

01
- We are a transactional unit; we have no end-to-end processing responsibility
- All SLAs are Green so we have already delivered on our commitment

02
- We have no role to play in value delivery - it's all prerogative of the Head-Office
- We demonstrate Innovation through our Process Efficiency Projects

03
- We deliver value through cost arbitrage
- We make an impact to the corporate bottom line through FTE optimization

04
- Digitization is the principal responsibility of the Head-Office
- We are well digitized with several bots in place
- Technology is the way to solve all problems

05
- We achieved maturity by moving to WFH during Pandemic
- We make margins through Transfer Pricing

06
- Increase in competence automatically comes through domain knowledge
- Our maturity is measured by increase in number of FTEs in our centre

Moving beyond Collaboration & Capability to Commitment & Competitive Advantage

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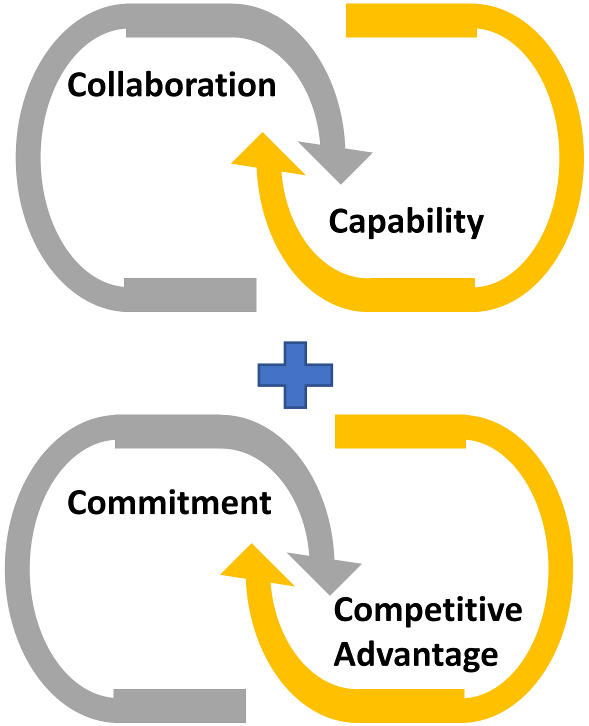
GBS Maturity Model



RISE to NextGen Business Services Centre

R — Reimagine Value Potential – aligned to Enterprise Goals

I — Institutionalize Commitments and Capabilities

S — Synthesize Strategic Deployment and Ecosystem

E — Extend to Enterprise and achieve Competitive Advantage

Business Services Maturity Model – Moving from Process Centre to Enterprise Centre

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Levels	GBS Maturity	Collaboration	Capability	Commitment	Competitive Edge
5	Enterprise Centre	Unified Enterprise (Board Level)	• Co-transforming the Business: Driving CENTUM • Scale up Services, Systems and Processes Globally	• Enterprise Architecture Ownership • Building Digital Enterprise	• Force Multiplier for Growth • Shareholder Value Enhancement
4	Strategic Centre	Strategic Partner	• Integrated Business Processes • GBS for Core Business • Global Leadership Talent	• Business Goals • Implementation of Corporate Initiatives • Value Potential to Value Delivery by Design	• Revenue / EBITDA / Cash Flow Impact • Market/ Tech Ecosystem Penetration • Decision Transformation
3	Value Centre	Business Partner	• GBS Runs as a Business • Global Process Ownership – Innovation & New-age Tech • Centre of Expertise	• GBS ROI • Upstream/ Downstream Process - Business KPIs • Make & Outsource Mix	• Value Story of GBS • Customer Experience • Value Capture
2	Service Centre	Service Partner	• Process Efficiency • Centre of Excellence • Process Talent	• Service Levels • Process Optimization • Customer Delivery	• Service Excellence • Cost Optimization • Process Transformation
1	Process Centre	Service Provider	• Process Consolidation • Service Orientation	• Process Delivery • Documentation	• SG&A Cost Arbitrage • Consolidation

Competitive Advantage – Key Indicators

Strategic Centre	Dimensions	Enterprise Centre
Speed to Market, Penetration, Brand Enhancement	Market	Market Expansion, Product Differentiation
Topline/ Bottomline impact, Cash Optimization	Finance	Credit Rating, Treasury Cash Generation
Right-fit Technologies, Digital Quotient	Tech	Real Time Digital Intelligence/ Digital Organization
Customer Engagement, Strategic Sourcing Ecosystem	Customer	Product Modeling, Customer Experience Excellence