



The TransfoHRmation Agenda

A NASSCOM and Aon Hewitt Study

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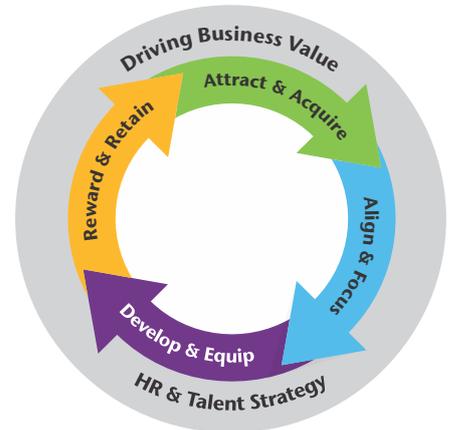
Executive Summary

Over the past four decades, the IT-BPM industry has come a long way. From cost arbitrage, collaboration and value addition, the focus has now changed for organizations to deliver business outcomes for their clients. India continues to be the one stop destination – in 2015, it retains its leadership position with a share of 55 percent cent in the global sourcing arena.

Talent has remained front and center for the IT industry and with signs of changing contours, megatrends affecting employment patterns, globalization and associated diversity are making the evolution of the HR organization an imperative

In this context, NASSCOM and Aon Hewitt partnered to build an exclusive HR initiative titled - "The TransfoHRmation Agenda"

Taking on the theme of "What got us here, won't get us there"; NASSCOM and Aon Hewitt engaged with the industry leaders to better understand the shifting business priorities, their implication & linkages to HR of the future. The study presents the views of leaders across the talent value creation landscape.



The findings of our study present an imminent case for the Refresh and Reboot of HR.

The IT-BPM industry is experiencing breakthroughs faster than ever, lifecycles for innovation are shortening, the East is gradually becoming the new West and more importantly technology is the new fuel disrupting and enabling businesses. Leading firms are leaving behind the traditional models of market access; instead they are creating new markets and controlling consumer experience like never before.

The only static paradigm that remains is the access to talent as an enabler to organizational capabilities; yet even in its static state, the entropy defining changes within the talent conundrum across demography, values, culture and psychographic is immense.

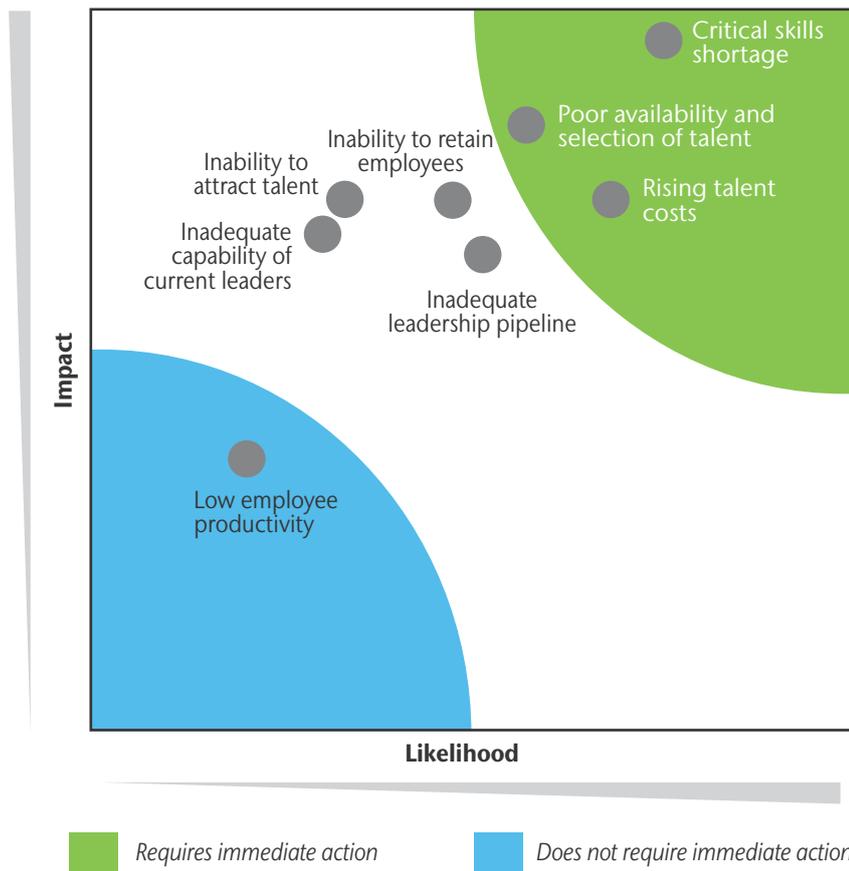
As organizations navigate these times, this convergence of talent, technology and shifting psychographics brings HR at the crossroads. The new work, workforce and workplace are driven by business and talent aspirations.

Business existence is gravitating towards three anchors:

1. **Agility:** both in mindset and strategy to accommodate and create place for itself in the disruption era where megatrends are a given
2. **Speed:** in executing an agile strategy that is living and mature enough to deliver till the next iteration kicks in and
3. **Innovation:** that remains the last standing pillar of competitive advantage in a world where the business model is short-lived

Talent Risks for the IT-BPM industry span a variety of focus areas:

- Shortage of skills will impede anchoring of business to domain specific services and SMAC innovation
- Looking at talent costs and employee productivity in silos risks scuttling innovation
- Limited availability of niche skills needs to be countered aggressively by capability building
- Inadequate selection systems may impact holistic assessment of candidates as against selection based on skills



HR in this industry has matured rapidly to deliver success time and again; our findings shed light on the contours that define the future of HR beyond this tipping point