Maturity Assessment Tool
for GCC

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Submitted by PwC Services LLP

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Introduction

Overview

- PwC's Maturity Assessment Tool for GCC framework is designed to help GCCs assess their current maturity levels and plan their transformation journey effectively.
- The tool offers a comprehensive evaluation of GCC operations across 5 key dimensions and 23 sub-dimensions, delivering actionable insights based on industry-leading practices.

Features

- The dashboard provides a dynamic visual summary of the GCC's performance, showcasing dimension-wise scores that reflect maturity (beginner to frontrunner) across key areas.
- It highlights strengths and opportunity areas, pinpointing where the GCC excels and where targeted improvements will deliver the most value.

Key benefits

Assess GCC maturity

Ascertain best practices

Identify areas of opportunity

Prioritise value drivers

Develop a strategic roadmap for the GCC

Areas of assessment

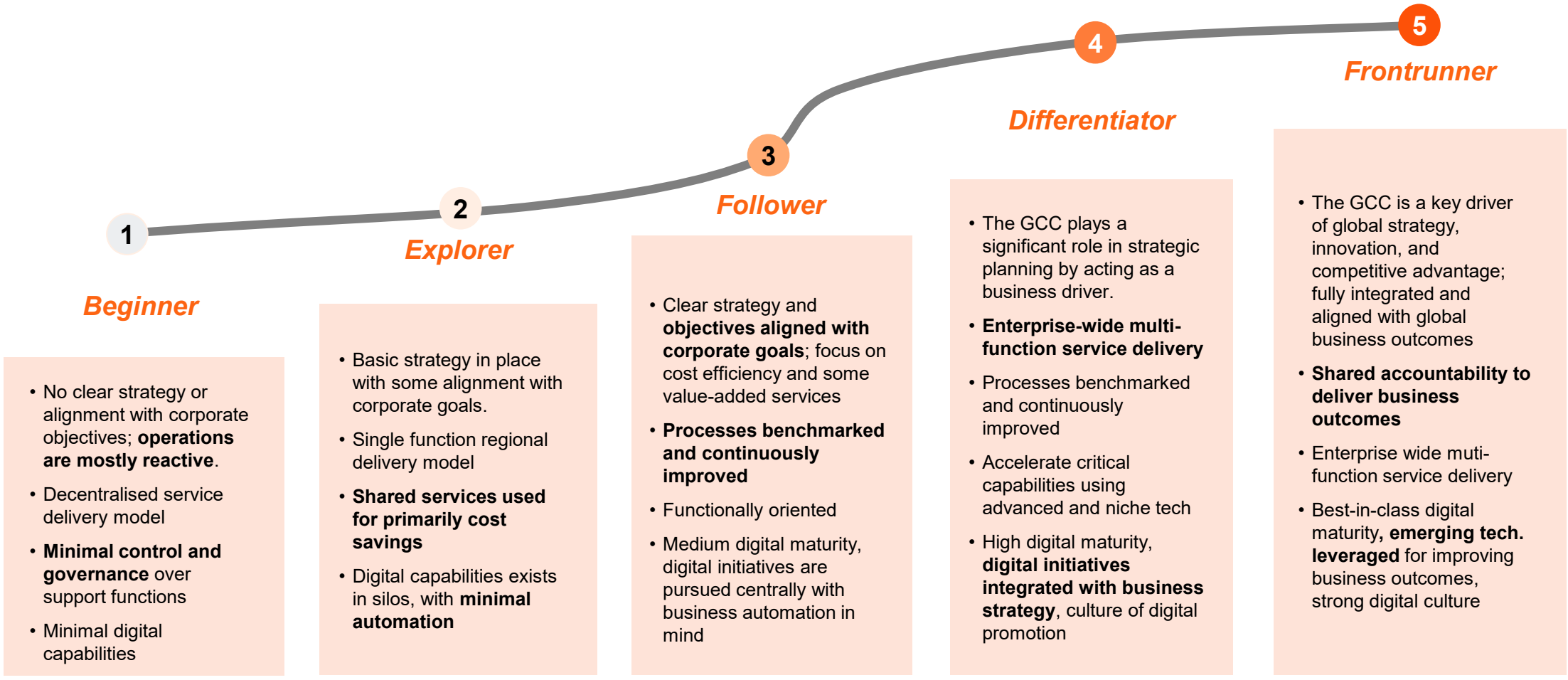
The tool assesses GCCs on five dimensions and sub-dimensions. Each of these can be customised based on the type of GCCs which is being assessed and its organisational priorities.

5 Dimensions

23 Sub-dimensions

Enterprise efficiency	People and culture	Strategy	Customer experience	Digital capabilities
• *Cost optimisation and value delivery*	• *Organisation structure and role clarity*	• *Business alignment and strategy*	• *Consulting-led delivery and accountability*	• *Technology and architecture*
• *Operational excellence and business continuity*	• *Culture and benefits*	• *Growth enablement, partnership and market responsiveness*	• *Customer feedback*	• *Innovation and ecosystem*
• *Center of excellence (CoE) capabilities*	• *Outcome-based performance management*	• *Risk and compliance*	• *Experience design and accessibility*	• *Process automation*
• *Continuous improvement capability*	• *Future-ready workforce*	• *Leadership and governance*	• *Knowledge management*	• *Cloud and cybersecurity*
			• *Business relationship management (BRM) model*	• *Data management and analytics*
				• *IT4IT*

Based on the assessment, the organisations are mapped to a five-point maturity scale to assess their current maturity level.



Overview of the maturity assessment process

1

Choose tool as the base framework and customise dimensions

- Leverage the framework covering the five dimensions: strategy, customer experience, people and culture, digital capabilities, and enterprise efficiency
- Customise dimensions/sub-dimensions based on GCC type and organisational priorities

2

Identify stakeholders for assessment

- Identify stakeholders from GCC leadership, parent organisation CXOs/business heads, functional heads, and service delivery managers for assessment inputs and workshops.

Strategy

Customer experience

Digital capabilities

...

...

...

3

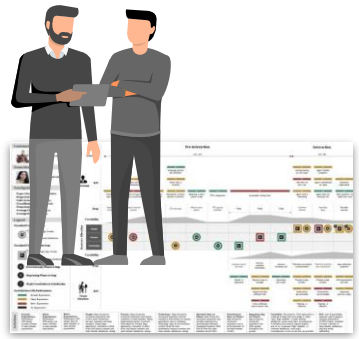
Conduct the assessment

- Gather the responses and assessment of current degree of digitalisation across dimensions and sub-dimensions through:
  - Survey based questionnaires
  - Assessment workshops with stakeholders

4

Collate the data

- Collate the assessment inputs, dimension and sub-dimension level scores; final GCC maturity scoring both current and aspirational
- Assess existing operations against the industry leading practices to baseline the client's ratings (conducted offline by PwC's team.)



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Conclude the assessment

- Build scorecard for the organisation.
- Share the overall scoring outputs and the improvement opportunities

Maturity assessment scoring mechanism

Overall Maturity score will be an aggregation of the each of the dimension scores

ILLUSTRATIVE

	1 Enterprise Efficiency	2 People & Culture	3 Strategy	4 Customer Experience	5 Digital Capabilities
Weightage[1]	*20%*	*20%*	*20%*	*20%*	*20%*
	✖	✖	✖	✖	✖
	2.0	**2.5**	**3.0**	**2.0**	**3.5**

*2*0.20 + 2.5*0.20 + 3*0.20 + 2*0.20 + 3.5*0.20* = **2.6** *(on a scale of 5)* — ***GCC maturity assessment score[2]***

1. *Dimension scores are calculated by averaging the scores of respective sub-dimensions. These averaged scores are then multiplied by predefined weights assigned to each dimension. The weighted scores are aggregated to compute the final maturity score. All the score are on a scale of 1-5.*
2. *Weightages across dimensions may differ from organization to organization based on their aspirations and strategic objectives*

An illustrative outcome of the Maturity Assessment Tool for GCC

Maturity Assessment Tool for GCC - Overall Summary

Organization Name

ABC Technologies

Dimensions

- Strategy
- Enterprise efficiency
- Digital capabilities
- Customer experience
- People & culture

Maturity Score

Explorer

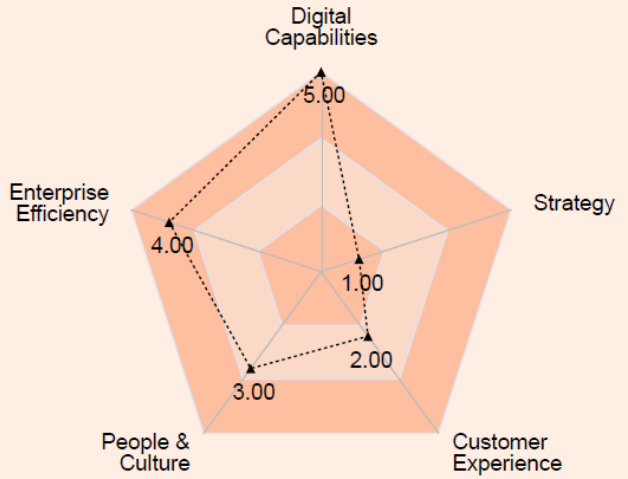
2.98

GCC establishes foundational strategy and regional delivery capabilities. Digital tools are siloed, and shared services primarily aim for cost efficiency.

The GCC is at the Explorer stage with limited alignment to enterprise goals and fragmented digital capabilities. To progress, it must integrate digital initiatives and align with global objectives to unlock greater value & efficiency.

Maturity score is based on a scale of 1-5

Maturity score across dimensions



Maturity score is based on a scale of 1-5

High level call outs from the maturity assessment

Dimensions	Strengths	Opportunities
Customer Experience	Operations are SLA-driven, with an initial-level of strategic engagement.	Scope to transition the GCC into a change partner through co-creation and strategic feedback loops.
Digital Capabilities	Strong digital ecosystem powering insights and innovation.	Adoption of AI for autonomous operations and co-innovation with partners can be explored.
Enterprise Efficiency	Formalized processes and a focus on tool adoption are in progress.	GCC's scope requires expansion beyond transactional work by developing capabilities for higher-value activities.
People & Culture	Key future roles have been identified, and basic learning and review processes have been defined.	Performance-linked incentives can be incorporated / refined in line with the objectives.
Strategy	Goals are defined, with basic governance established.	Alignment of GCC strategy, funding model, and KPIs with business outcomes is required to enable

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