Digital strategy
service offerings for GCCs

February 2026

We can support your journey through our GCCs specific service offerings

01 GCC IT operating model

- Refresh/restructure IT operating model of GCC
- Design and setup IT operating model for new GCC

02 COE assessment and setup

- Setup vision and design principles
- Design operating model covering processes, tools, governance, skills, resources and KPIs

03 Strategic vendor management

- Design vendor balanced scorecard and operationalise it for vendor grading
- Design and setup operating model

04 Value management office (VMO)

- Design, setup and operationalise value management Office
- Baseline the outcomes of initiatives and monitor the value delivery via dashboards

05 CIO KPIs improvement

- Baseline key CIO KPI
- Drive KPIs improvement initiatives using dashboards

06 Portfolio and programme management

- Assist in portfolio lifecycle management using dashboards
- Assist in PMO office setup and operationalisation using PM tools

07 Product management

- Assist in product lifecycle management and governance
- Design business processes
- Gather requirements to map business objectives

08 Agile methodology

- Co-creating agile operating model
- Assist in operationalisation

09 Enterprise Architecture (EA)

- Design and setup EA office
- EA blueprinting across business, application, data and technology domain

10 IT cost optimisation

- Assess and recommend cost optimisation areas across IT landscape
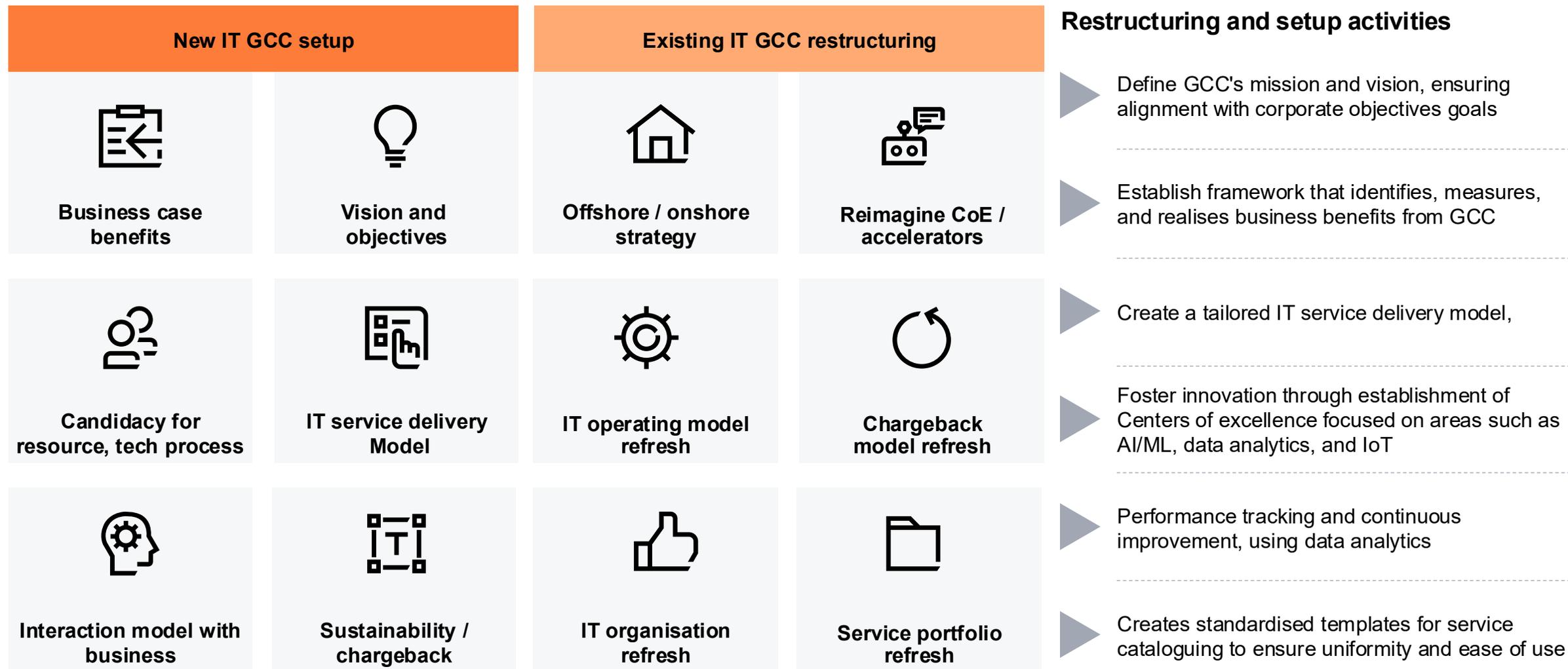
11 IT service management

- IT services catalog management
- Re-engineered IT Services management processes

12 GCC maturity assessment

- Diagnostics of business functions across landscape from digital maturity perspective
- Assist an existing GCC to evaluate their current digital capabilities

Design, setup and restructure of GCC IT services operating model

In today's GCC, IT function plays a pivotal role in driving and enabling the business objectives. PwC would support in redefining the IT functions in alignment with the organisational goals by incorporating the leading practices and latest trends.

New IT GCC setup		Existing IT GCC restructuring	
Business case benefits	**Vision and objectives**	**Offshore / onshore strategy**	**Reimagine CoE / accelerators**
Candidacy for resource, tech process	**IT service delivery Model**	**IT operating model refresh**	**Chargeback model refresh**
Interaction model with business	**Sustainability / chargeback**	**IT organisation refresh**	**Service portfolio refresh**

Restructuring and setup activities

▶ Define GCC's mission and vision, ensuring alignment with corporate objectives goals

▶ Establish framework that identifies, measures, and realises business benefits from GCC

▶ Create a tailored IT service delivery model,

▶ Foster innovation through establishment of Centers of excellence focused on areas such as AI/ML, data analytics, and IoT

▶ Performance tracking and continuous improvement, using data analytics

▶ Creates standardised templates for service cataloguing to ensure uniformity and ease of use

CoE operating model assessment and design

IT GCCs drives **digital innovation** through **intelligent design, adaptive technologies**, and **transformative experience** through focused CoEs. PwC will help in transforming and setting up focused CoEs to drive the innovation agenda for the GCCs

Dimensions for CoE assessment

01 **Strategic alignment**	**02** **Governance and structure**	**03** **Talent and expertise**
04 **Performance metrics**	**05** **Innovation and best practices**	**06** **Impact and outcomes**
07 **Customer satisfaction**	**08** **Flexibility and adaptability**	**09** **Continuous improvement**

Building blocks for CoE operating model

- CoE strategy and governance
- CoE organisation structure
- People
- CoE process
- Digital tools and technologies
- KPIs and metrics

CoE operating model

Key activities

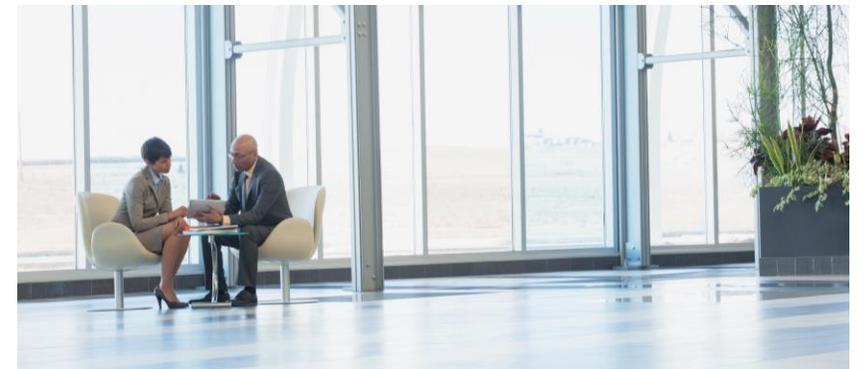|	
1	Conduct maturity assessment for existing CoEs
2	Develop or transform CoE Operating Model including CoE strategy, org structure, governance model and interaction model
3	Develop standardised processes, templates and toolkits required to activate and operationalise the CoE
4	Identify and baseline KPIs to measure the value realization/ ROI of CoE
5	Identify critical and emerging roles for CoE; support in performing skill to resource mapping
6	Support in creating test-case and identification and running of initiatives for proof of concept

Key Activities

Strategic vendor management

The **strategic vendor management framework** focuses on aligning vendor activities and performance with organisational goals, ensuring that the partnerships contribute effectively to the organisation's success

Strategic vendor management setup

1	**Existing process assessment**
2	**Leading practice identification**
3	**Strategic planning and innovation**
4	**Vendor grading framework**
5	**Service catalogue definition**
6	**VMO operating model design**
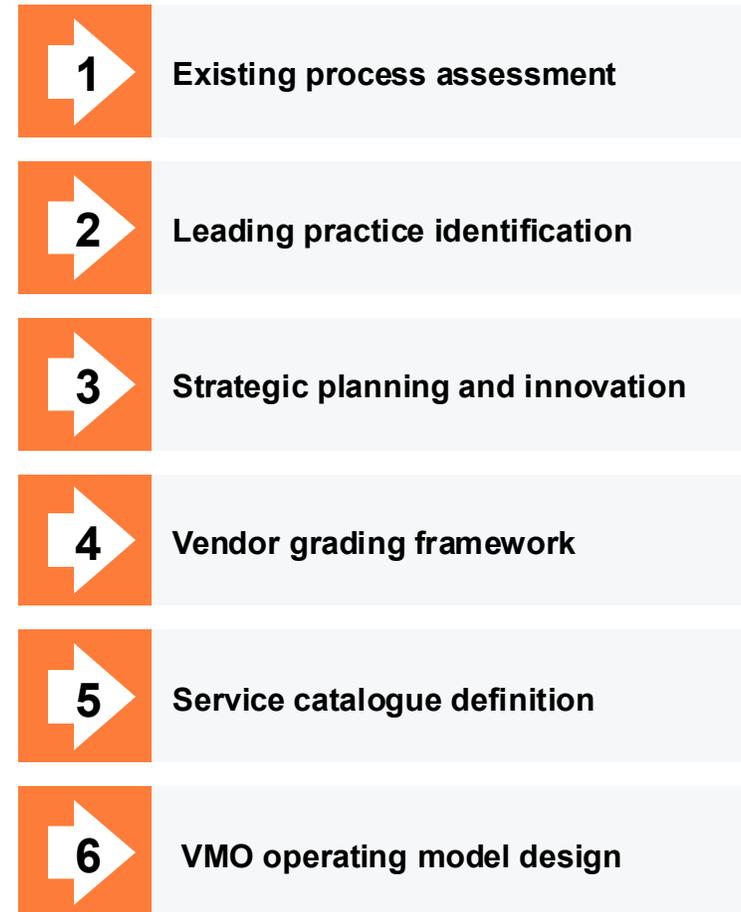
Vendor management transformation journey

- Conduct thorough evaluation of current vendor management processes

- Integrate leading practices in vendor management, ensuring the VMO adopts methodologies that enhance efficiency

- Help evaluate and categorise vendors through vendor grading framework

- Outline the scope of services and deliverables, through service catalogue

- Design effective operating model for the VMO

Vendor management framework

- Balanced scorecard
- Strategic alignment
- Vendor governance
- VMO initiatives monitoring
- Co-innovation
- Vendor grading

Value management office (VMO)

PwC through value management office helps enable integrated programme management, change management and business value management by balancing the ownership and risks across business and IT and ensuring end-to-end accountability.

Value management activities

Measure business outcomes/ benefits

Effective programme management

Evaluate technology integrations

Enable effective change management

PwC accelerator for value management office

Business Value Realization — Summary Dashboard

Total Business Initiatives	Total KPIs	Total Business Functions	Total Impact Areas
25	312	8	5

Business Functions: Supply Chain Management, Information Technology, Finance, Human Resources, Sales, Legal, R&D, Customer Service

KPIs by Function
- 100 (32.05%)
- 10 (3.21%)
- 22 (7.05%)
- 25 (8.01%)
- 27 (8.65%)
- 45 (14.42%)
- 71 (22.76%)

Function: IT, SCM, HR, Sales, Finance

Overall KPI Performance
- Bad: 266
- Moderate: 28
- Good: 18

KPIs by Impact Areas
- Process Optimization: 167
- Cost Reduction: 57
- Employee Engagement: 39
- Revenue Generation: 27
- Customer Engagement: 22

Business Initiatives by Performance
- Bad: 25
- Moderate: 22
- Good: 8

LIVE Data

Value governance journey

| Business value KPIs based on PwC expertise | Analytical insights from metrics visualisation | Drill-down feature for detailed view of each KPI | Quarterly trend analysis with target vs actual performance | Weekly tracking of KPIs for real time monitoring |

Global CIO KPIs or balanced scorecard improvement

We assist in driving the Global CIO KPIs improvement programmes in the GCCs with focus on planning, execution, setting up the governance and reporting to enable the continuous improvement in the KPIs and drive global agenda.

Reference CIO priority areas and KPIs						Key activities	
Business alignment and value delivery	**IT health**	**Innovation and agility**	**Cybersecurity and risk management**	**Talent, culture and capability**		**01**	Define and align KPIs
IT spend as % of revenue	IT ecosystem health %	% of new products or features delivered	% of systems fully compliant with security policies	IT employee engagement score (%)		**02**	Set baselines and targets
% of strategic projects delivered on time / budget	CMDB completeness %	% of business units with active automation / AI initiatives	% configuration compliance	% of employee meeting the skill sets as per the IT Strategy		**03**	Plan and execute Initiatives
% ROI realised from IT investments	Cloud adoption %	% products delivered through Agile or DevOps	Vulnerability index			**04**	Monitor, report and course-correct
% business satisfaction score (via survey / NPS)	Self-service Index	Market to PoC ratio or idea to PoC ratio	IT service continuity compliance %			**05**	Review, optimise and reinforce
Monitoring and reporting of KPIs across each priority area							

Key KPIs

Portfolio and programme management (PMO)

Potential areas for PMO services					
Enterprise IT implementation	**Enterprise IT transition**	**IT vendor transition**	**IT initiatives rollout**	**CIO office assistance**	**IT upgrades/ refresh**

Programme Management Office (PMO)

1. Set up   **2. Run In and operationalise**   **3. Handover**

1	**Setup PMO**	2	**Programme planning and scheduling**	3	**Programme monitoring, reporting and controls**	4	**PMO handover**

1 Setup PMO

- Develop Programme charter
- Develop governance structure, terms of reference and RACI
- Define programme standards, monitoring measures, templates and tools

2 Programme planning and scheduling

- Develop integrated master plan and scheduling
- Plan resource, scope, issue, risk, mitigation plan, timeline
- Define project management structure
- Determine resource requirements
- Identify key stakeholders and their roles and responsibilities

3 Programme monitoring, reporting and controls

- Project monitoring and reporting - Plan and manage resource, scope, issue, risk, mitigation/ action plan, timeline.
- Issue and risk management - Define, manage, monitor and track issues and risks
- Scope management - Define, implement, manage and track change requests
- Time management - Track and monitor individual plans and manage interdependencies across workstreams, integrate, track and monitor all work plans into a consolidated programme plan
- Manage overall programme in terms of reporting, planning, tracking and implementation, by working closely with the appointed solution vendors.
- Track and monitor project milestone and critical path

4 PMO handover

- Conduct handover and knowledge transfer
- Share insights, lessons learned, and good practices to be considered moving forward to undertake future next sprints

Product management

PwC enables GCCs to adopt a product-centric approach by defining strategy, governance, and lifecycle processes that accelerate innovation, improve alignment with business objectives, and deliver measurable value.

Key activities

Product strategy and operating model	Product delivery and backlog governance	Product economics and success management	Lifecycle execution and sunsetting	Embed with Agile/DevOps and enterprise guardrails
Define product vision, outcomes and north start metrics; establish product lines, roles, and funding models.	Implement structured discovery (JTBD, hypothesis testing) and value –based backlog prioritisation	Set product-level ROI and unit economics; design dashboards for adoption, retention, feature utilisation, and NPS	Manage launch, scale and decommission plans; ensure risk controls and user migration strategies.	Align product rituals with Agile delivery, ensure architecture compliance and integrate product KPIs into CIO scorecards

Value delivery

1	2	3	4
Accelerated product innovation and faster time-to-market	Clear accountability for outcomes and improved ROI	Enhanced customer experience through digital-first product strategies	Reduced waste via disciplined discovery and governed backlog

Facilitating business analysis process

Needs assessment

Market and risk analysis

Process mapping and optimisation

Technology and systems evaluation

Change management

Performance metrics and reporting

Our approach

1	Gather requirements and map to business objectives
2	Perform risk assessment
3	Facilitate process mapping and identify optimisation opportunities
4	Evaluate existing technology infrastructure
5	Implement change management
6	Design KPI dashboards, reporting mechanisms

Implementing Agile methodology

Define Agile vision

- Evaluate organisational readiness
- Agile gaps
- Leadership alignment

Building Agile capabilities

- Train teams on Agile mindset
- Set up Agile roles (Scrum Master, product owner)
- Establish product-based funding

Scale Agile across the enterprise

- Standardise Agile practices and governance models

Design Agile operating model

- Co-create transformation goals
- Operating model
- Phased rollout plan

Pilot Agile in select areas

- Sprint planning, standups
- Measure improvements in quality, and satisfaction

Measure, optimise, and sustain

- Track Agile KPIs
- Promote continuous improvement and mindset adoption

Key actions for Agile adoption

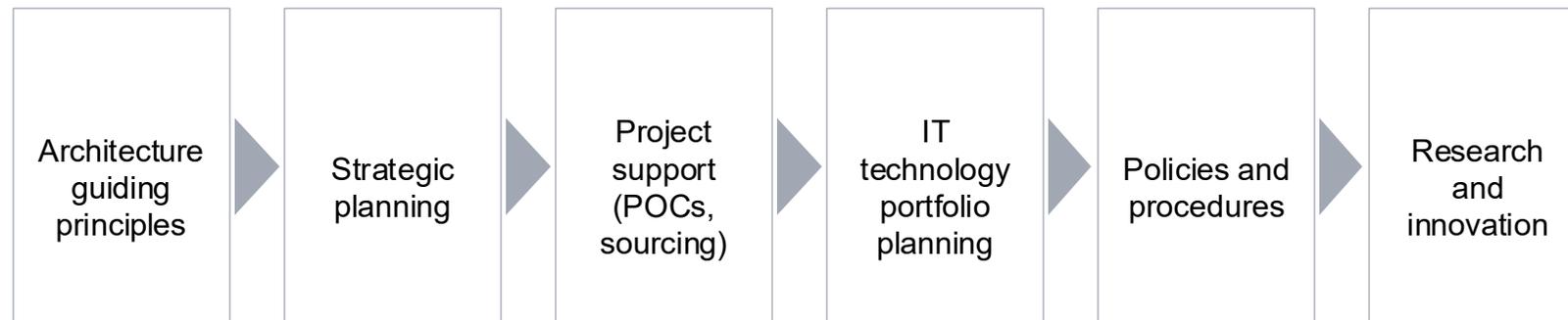|	
Discovery and assessment	• Agile maturity assessment • Process mapping
Strategy and roadmap	• Define Agile vision & success criteria
Training and onboarding	• Train Agile roles (Scrum Master, PO, Team) • Tooling enablement
Agile Pilots	• Launch Agile sprints in selected teams
Scaling Agile	• Replicate across departments
Governance and KPI tracking	• Track key Agile metrics & OKRs

Enterprise Architecture (EA) office setup and operationalisation

PwC helps set up Enterprise Architecture in GCCs to support alignment of IT and business resources across locations which enhances collaboration, optimise systems, and achieve strategic goals

Key activities

EA office blueprinting

| Organisation structure | → | Governance bodies | → | Service delivery process | → | Architecture repository | → | Stakeholder management | → | Performance and metrics |
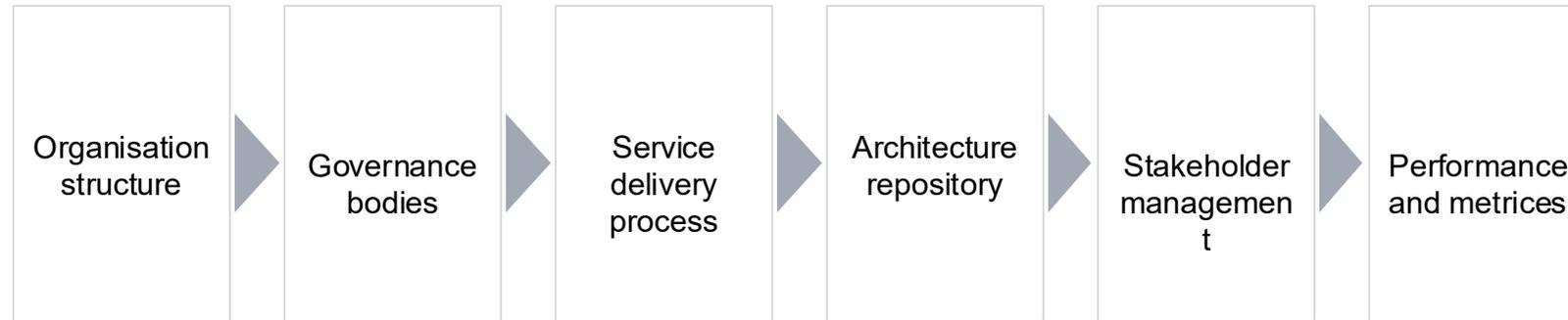
EA office operationalisation

| Architecture guiding principles | → | Strategic planning | → | Project support (POCs, sourcing) | → | IT technology portfolio planning | → | Policies and procedures | → | Research and innovation |

01 Align roles and responsibilities to establish a clear organisational structure for EA office

02 Support the integration of EA efforts with business operations

03 Create architecture repository to maintain critical documentation, models, and artifacts

04 Establishes guiding principles that shape architecture design and implementation

05 Proof of concepts and sourcing for execution of architecture related projects
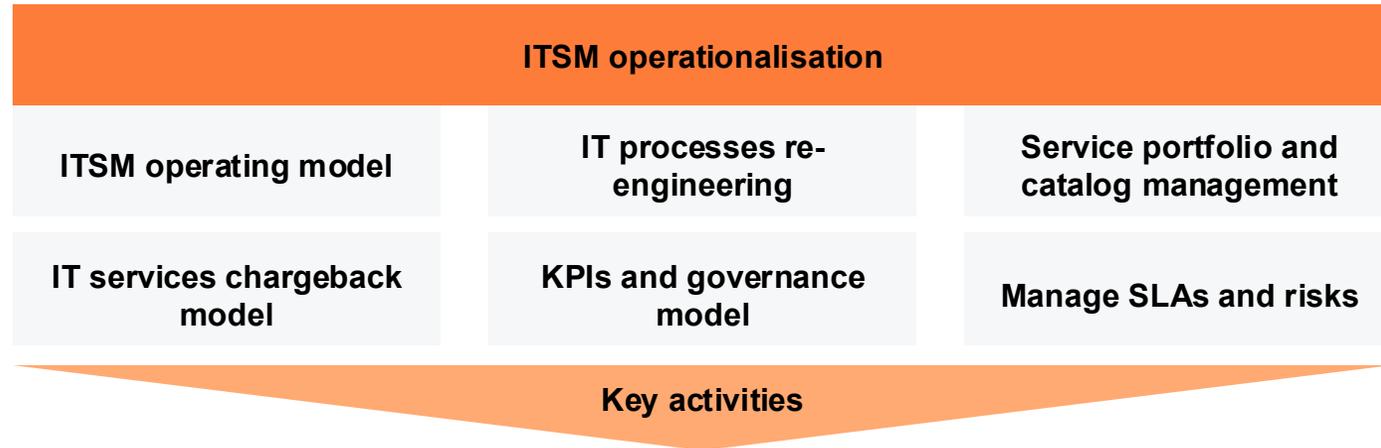
IT cost optimisation

IT cost optimisation avenues

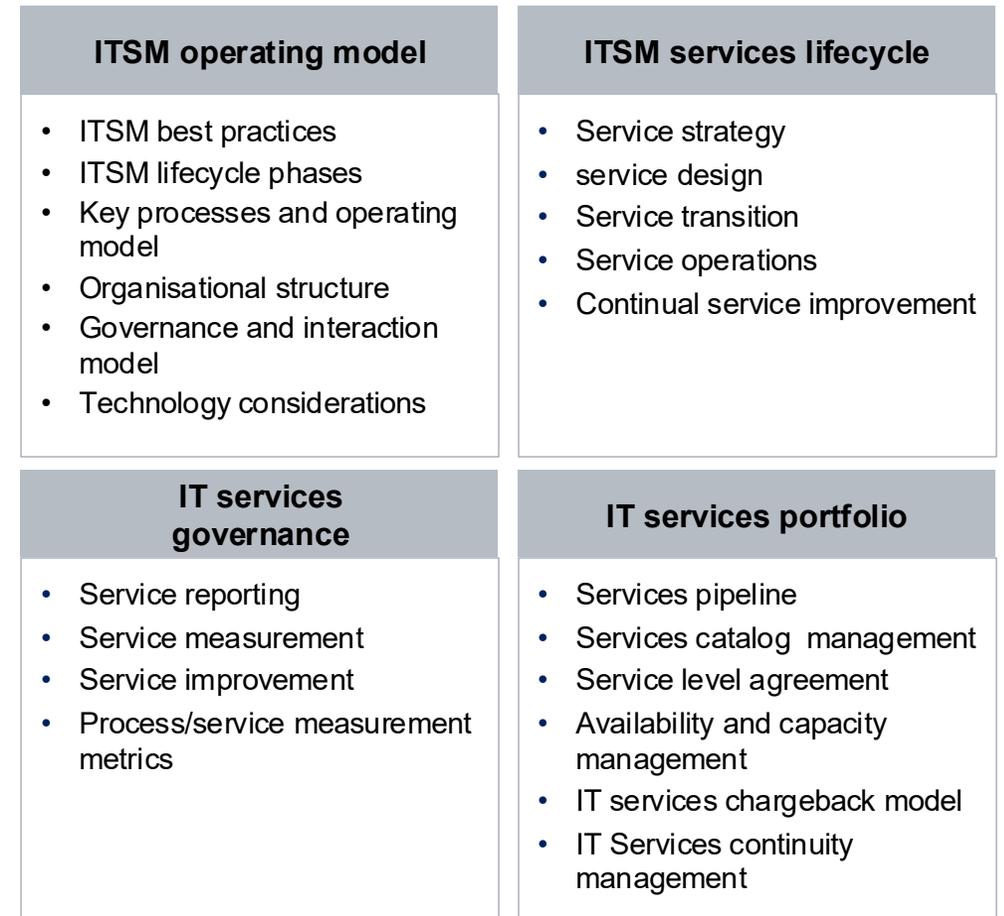|	Infrastructure management	Application management	IT services	Sourcing	Organisation/ processes	Digitisation
Short term	**Asset rationalisation** (e.g. short-term capacity cuts, asset assignment review)	**Reassessment of project portfolio** (e.g. focus on single business unit)	**Service streamlining** (e.g. rightsizing of service portfolio, SLAs)	**Contract review** (e.g. license management, re-negotiation of IT services, centralised purchasing)	**Demand management optimisation** (e.g. centralised balancing of demand and supply)	**IT analytics** (e.g., drive insights through advanced analytics for improved IT performance)
	Utilisation improvement (e.g. postponement of re-investments for infrastructure)		**Service desk performance improvement** (e.g. improvement of first fix rate)		**Implementation of HR-related measures** (e.g. hiring/ salary freeze, activity-based resource cuts)	**Open-source platform** (e.g. PaaS solutions)
	Infrastructure consolidation (e.g. data center, server)	**Application consolidation** (e.g. ERP, end-user client applications)	**Process standardisation and automation** (e.g. service management tools)	**Vendor consolidation** (e.g. ERP service provider bundling)		**Testing automation** (e.g., automate unit and integration testing)
	Architecture clean-up/ re-design/ standardisation (e.g. domain framework, complexity reduction)	**Operating model** (e.g. regionalisation, carve-outs, relocation)		**Outsourcing and offshoring** (e.g. increased use of offshore resources)	**Effective IT governance** (e.g., release management)	**Robotic automation** (e.g., automate maintenance and monitoring activities)
Long Term	**Leveraging new technologies** (e.g. cloud computing, virtualiation, SaaS)				**Agentic AI/GenAI** (e.g., Process automation, personalisation)	**Machine Learning/ AI** (e.g., auto code basic enhancements and configurations)

IT cost optimisation journey

1 — **Review the operating model** Centralised governance and decentralised execution

2 — **Remodel the organisation structure** Geographical consolidation with tiered hub and spoke hierarchy

3 — **Redefine roles and KPIs** Rationalised roles for enabling value optimisation with distinct KPIs

4 — **Identify distinct competency frameworks** Creating skill clusters to ensure future readiness

5 — **Revaluate talent and capabilities** Cross-functional collaboration for niche capabilities

6 — **Integrate data and digital architecture** Real-time visibility through standardised and unified digital platforms

IT service management (ITSM) refresh and improvement

ITSM operationalisation

ITSM operating model	IT processes re-engineering	Service portfolio and catalog management
IT services chargeback model	KPIs and governance model	Manage SLAs and risks

Key activities

1	Conduct **maturity assessment** of the current state ITSM processes
2	**Alignment of existing processes** with the industry leading practices
3	Create an extensive **IT catalog management process** that aligns with industry best practices
4	Define **the ITSM operating model** with detailed processes, org structure, and governance model
5	Define a strong **governance framework** with key performance indicators (**KPIs**) to oversee the entire process
6	Create **ITSM accelerators and toolkits** for standardised formats for template

ITSM provides a structured approach to managing and delivering IT services efficiently, aligning them with business goals, and ensuring high-quality service delivery, all of which are critical for the success of GCCs in the global business landscape

ITSM operating model

- ITSM best practices
- ITSM lifecycle phases
- Key processes and operating model
- Organisational structure
- Governance and interaction model
- Technology considerations

ITSM services lifecycle

- Service strategy
- service design
- Service transition
- Service operations
- Continual service improvement

IT services governance

- Service reporting
- Service measurement
- Service improvement
- Process/service measurement metrics

IT services portfolio

- Services pipeline
- Services catalog management
- Service level agreement
- Availability and capacity management
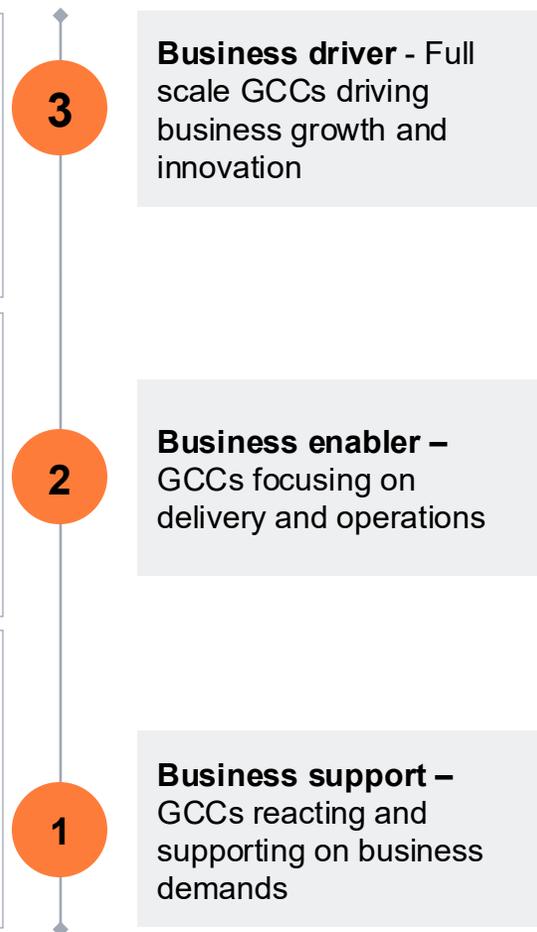- IT services chargeback model
- IT Services continuity management

GCC maturity assessment

Conducting a **digital maturity assessment for an IT Global Captive Centre** requires evaluating several interrelated dimensions that encompass **technology, process, people, and strategy**. PwC would assist an existing GCC to evaluate their current digital capabilities and identify areas of improvement by bringing in the outside-in perspective.

GCC maturity assessment dimensions

Strategy
- Business alignment and digital strategy
- Business growth enablement
- Alliance and partnership

People effectiveness
- Organisation structure
- Outcome-based performance
- Future ready workforce
- Skill advantage

Customer experience
- Focus on customer experience
- Consulting-led delivery
- Customer satisfaction index

Enterprise efficiency
- Cost and value delivery
- CoE capabilities
- Business continuity and resilience
- Client accountability

Digital capabilities
- Process automation and orchestration
- Technology and architecture
- Data management and analytics
- Security, risk and compliance
- Innovation and ecosystem
- IT4IT

GCC categories

3 **Business driver** - Full scale GCCs driving business growth and innovation

2 **Business enabler –** GCCs focusing on delivery and operations

1 **Business support –** GCCs reacting and supporting on business demands

Key activities

01 Evaluate the type of IT GCCs based on the service offerings and customise the assessment framework as applicable

02 Conduct workshops with leadership team to understand the current landscape(strategy and organisation structure) and services portfolio

03 Conduct assessment of the technology landscape and digital capabilities

04 Assess the efficiency of current GCC in terms of value delivery, cost efficiencies and delivery excellence

05 Synthesise the assessment findings and prepare the maturity assessment report with actionable roadmap and recommendations

Thank you