Responding to pandemic crisis leveraging the TCS' transformative operating model SBWS^{TM}

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Introduction

As the COVID-19 pandemic struck, the safety and well-being of its employees became the topmost priority for TCS. As a global multinational enterprise catering to 1000+ customers with 448K+ employees in 46 countries, TCS had to respond in a timely manner to safeguard the health and well-being of its employees, while continuing to support its customers' mission critical IT activities globally.

TCS needed to create a purpose driven, resilient and adaptable working system which enables all its employees to continuously collaborate while working remotely from the comfort of their homes and that would address the issues around cyber security, project management practices and systems, minimizing disruption ensuring employee safety, customer trust and seamless business continuity.

Business Need-

- **Employee Safety** – Safeguarding and securing workforce
- **Customer Trust** – TCS powers the financial backbones of several countries, supports some of the largest healthcare and pharmacy companies in the world, manages integrated systems for retail companies and runs technology for governments and public services organizations. The smooth functioning of all these organizations was vital during a period of lockdown and social distancing
- **Seamless Business Continuity**
    - **Respond Quickly –** Switch from a highly centralized model consisting of workspaces set in large delivery campuses to an extreme form of distributed delivery in a matter of days
    - **Secure Operations –** Recalibration of project management methodology and cyber security posture

To respond to the crisis, TCS launched a massive program to ensure business continuity of its services using its **Secure Borderless Workspaces™** model, which allows TCS associates to work remotely from the safety of their homes, while continuing to provide uninterrupted support services to our customers

SBWS™ implementation in TCS

TCS' Secure Borderless Workspaces™ (SBWS™) is a transformative operating model framework that allows organizations to seamlessly deploy virtual workspaces while taking full advantage of their talent ecosystem to maximize business opportunities. It encompasses a wide range of human functions, including infrastructure, talent management and employee engagement; processes, tools, and governance mechanisms; and collaboration and engagement practices.

The combination of flexibility and the functionality provided by it, proved it to be an effective solution to create a borderless digital workplace and respond to the pandemic crisis. Before rolling out the SBWS™ working model, TCS assessed and covered all the potential security risks associated with the remote working. This included setting up a suitable cybersecurity framework and all project management practices and systems needed to ensure work allocation, monitoring and reporting continues as normal.

TCS implemented the SBWS™ Framework to provide

SBWS™ Digital Workplace

Cloud workspace
Unified Collaboration
Engagement specific SOE

SBWS™ Adoption

Self Service onboarding
Remote culture awareness, Digital Behaviour
Nudging & change plan

SBWS™ People Engagement

Continuous Engagement Channels
Cross functional Collaboration platforms
Team empowerment

SBWS™ Infrastructure

Network foundation for Remote Connectivity
BYOD enablement
Cyber Security Operations

SBWS™ Work Delivery

Remote delivery governance
Daily work status
Reimagined delivery process – Location Independent Agile

SBWS™ Talent Management

Multi Platform Learning ecosystem
Borderless Talent Deployment

SBWS™ Analytics

Purposeful Time | Networking & Collaboration | Productivity | Learning

SBWS™ Wellbeing

Purposeful Time spent | Health & Safety | Time with family and kids | SBWS Ergonomics | Work schedule

Location Independent working model– TCS IT support teams analyzed the various connectivity options and came up with an extension of TCS' Open Agile Delivery model concept into a next-generation SBWS™ model. It leveraged all the investments that TCS has made and incorporates all the learnings and best practices around network management, the internal security operations center benchmarked to the best in the industry, to provide a cloud base work environment.

Secure Digital Workspace- TCS implemented & switch from a highly centralized model to SBWS™ model within a matter of few days, assessing and covering all the potential security risks of working from home. The speedy implementation of the SBWS initiative across the organization served to reinforce the enterprise's credo of executing an agile work methodology, whatever be the situation. Till now 96% TCS associates and many clients like 98% of the global ManpowerGroup workforce, have been SBWS™ enabled to work from home.

Uninterrupted Connectivity- TCS tried and tested several SBWS™ connectivity models and executed these, following an agreement with their clients. Internal teams also enabled remote work arrangements with VPN and VDI support enabling SBWS™ a complete solution for remote collaboration and business continuity.

Physical enablement of assets and BYOD - SBWS™ provided BYOD (Bring Your Own Device) enabling associates also to work from their personal devices complying with all cybersecurity measures taken care by the SBWS™ framework. The self-boarding feature of SBWS™ makes it an efficient working framework as it does not require any specialized knowledge and competency, which made it easy adoption solution for the users.

Over 100,000 desktops have been physically transported in under a week of pandemic start enabling remote working for employees with continuous tracking of the asset movement. An asset-tracking app was developed within 24 hours to monitor and facilitates the movement of hardware from offices to associates' homes to enable remote working.

24X7 real-time cloud-based monitoring & governance - SBWS™ provides real time processing of data of all the projects creating a clear view in the progress of each program and delivering as per the customer

defined SLAs enhancing customer experience. Its monitoring and governance model keeps track of all the progress of all the engagements on real-time basis ensuring high delivery quality.

Using SBWS^{TM} analytics framework multiple dashboards were provided to TCS leadership for clarity related to BCP while ensuring transparency and accountability

Remote employee engagement and communication- TCS ran an exclusive ONE TCS video channel featuring discussions with celebrities from all walks of life, to keep associates enthused, engaged, and motivated in these times of social distancing.

 SBWS^{TM} various internal & external channels were used to keep employees updated with latest advisories, announcements, notes of cares, medical/helpline numbers etc.

Promote skill development – Through engaged multichannel learning programs, TCS ensured that employees continue to reskill & upskill themselves using SBWS^{TM} infrastructure. As many as 365K TCS employees added 3 million+ learning hours with the enterprise's special #Learn in Lockdown initiative.

Return to work-As part of SBWS, an AI-based software powered by TCS' big data and IoT analytics platform was launched to monitor the daily risk profile and risk prediction to make data-driven decisions on which of the employees can be safely allowed to return to work, if required.

How TCS Implemented SBWS^{TM} for its Customers

TCS works with more than 1,000 organizations across the world, helping keep their systems and operations up and running. The company's software and solutions power the financial backbones of several countries. Through SBWS^{TM}, TCS ensured that none of the its customers business continuity is affected.

- As pandemic broke out, it was crucial task for Jaguar Land Rover with over 45000 employees to enable work-from-home and make RSA tokens (data access code used by technology teams for digital security) available to the entire JLR and TCS IT workforce. The TCS team was tasked with this and delivered this access on time, activating no less than 2,200 access requests within seven days, using SBWS^{TM}.
- The Finance and Accounting operation for Nine Entertainment's publishing and real estate businesses needed to seamlessly switch to virtual mode during COVID-19 to ensure business continuity and deliver critical finance KPIs, so that business continued to operate as BAU. TCS implemented SBWS^{TM} for Nine Entertainment, within 72 hours, ensuring smooth delivery of critical and non-critical activities of F&A operations.
- Clicks Holdings Pvt Ltd, South Africa's largest pharmaceutical retailer, having around 1,000 stores in South Africa, in the Covid-19 crises had to ensure that only relevant products were made available for purchase on its online platforms and looked to TCS' support in ensuring this. The retailer has a total of 8.4 million active members. TCS set up an emergency monitoring and rapid response SWAT team through implementing its own comprehensive work-from-home module SBWS^{TM} keeping a constant eye on all critical metrics and integration touch points providing Clicks user a glitch-free experience.

Comparison with the Competitors

While most of the other solutions available in the market are taking about Borderless workspaces, they are covering the physical infrastructure aspect and security aspect only. None of them covers the aspects of cloud governance, people engagement and well-being.

The differentiating and unique aspect about TCS SBWSTM solution framework stems from the fact that it is a holistic framework covering all the aspects of working, thereby proving as the solution for future of work:

- **SBWS^{TM} Work Delivery Framework**- SBWS^{TM} provides monitoring and governance model to track the progress of all the engagements on real-time basis ensuring high delivery quality and complying with the customer concerns and SLAs.
- **SBWS^{TM} Talent Management Framework**- Upskilling and reskilling digitally while working within the collaboration tools enabled by the SBWS^{TM} helps nurture the talent for the future. With employees working remotely SBWS^{TM} provided learning modules whenever demanded, so that employees can utilize that learning immediately. As many as 365K TCS employees added 3 million+ learning hours with the enterprise's special #Learn in Lockdown initiative.
- **SBWS^{TM} Wellbeing Framework**- SBWS^{TM} through its wellbeing framework provides a remote solution for beyond the corporate world, contributing to the wellbeing of employees and the

creation of a more sustainable planet. It ensured that purposeful time, health and safety, ergonomics and work schedule is maintained in the balance manner

- **SBWS^{TM} People Engagement Framework**- SBWS^{TM} provides various internal & external channels to keep employees updated with latest advisories, announcements, notes of cares, medical/helpline numbers etc. ensuring right information is transferred at regular basis to all employees.
- **SBWS^{TM} Analytics Framework**- SBWS^{TM} analytics framework provide multiple dashboards to TCS leadership for clarity related to BCP while ensuring transparency and accountability and ensuring right delivery at right time meeting the customer expectations.

Outcomes and Results

TCS SBWS^{TM} transformative operating model framework taking care of all aspects of working, from digital workplaces, infra, security, governance to collaboration, people engagement and well-being provided exceptional results:

- **Employee First**

    o Enabled 97% of TCS workforce to work remotely.

    o Increased collaboration seen among the employees- 16 million+ online meetings, 12 million+ calls, 322 million+ messages, 113K Group Sessions in a month.

    o Recorded lowest ever employee attrition rate at 7.6% in Q3FY21.

    o Achieved 100% virtual onboarding of over 8,000 freshers across India, the US and Europe in Q2FY21

    o Onboarded 12,000 trainees in Q3FY21

    o Credited salary early to employees in March, even under constrained situation. The SBWS enabled TCS payroll team, processed payroll faster with 100% compliance in all countries to enable the crediting of early salary.

    o Maintained 95.6% SLAs to resolve queries.

- **Seamless Business Continuity**

    o The closure of quarter- and year-end activities, completed in under 3 days ensuring timely reporting to TCS stakeholders using SBWS^{TM} framework.

    o The TCS Q4 results were announced on 16th of April 2020, proving business as usual.

    o TCS conducted its 25th AGM virtually, becoming the 1st company in India to conduct an online AGM. Virtual AGM was conducted on the pre-scheduled date of 11th of June 2020.

- In Q2FY21, we added two more clients in the $100 million plus band; three clients in the $20 million plus band; 11 clients in the $5 million plus band, and 44 clients in the $1 million plus band.
  - SBWS has enabled work-from-home without seeing a decline in the productivity. Applied 176 patents during Q2 2020 and 120 patents granted in Q3 2020.
- **New Governance Model**
  - Cloud-based governance of over 26,000 projects (till date) has enabled real time monitoring and governing of projects, ensuring high delivery quality
  - 810-BitSight Security & 92-Security Score Card rating maintained in SBWSTM model higher than our industry peers

- **New Operating Model**
  - The clear advantages of SBWS™ so far have led TCS to announce the bold new vision of 25 by 25 – by 2025, only 25% of TCS workforce will work out of TCS facilities at any time, with associates spending only 25% of their time in the office.
  - Foresee 25% improvement in velocity throughput productivity with our Vision 25x25™

- **Industry Recognition**
  - TCS SBWS™ model has been globally recognized at various prestigious forums such as Stevie awards, Brandon Hall Technology awards, Globee awards, Cisco DTX and many more.

Customer Testimonials

- "I want to particularly call out the brilliant and heroic efforts of the entire TCS team in moving to remote working. This happened in record time almost over a weekend, with the result that we are getting close to 100% capacity, which is quite unprecedented" CTO, Major Staffing Firm.

- "TCS, through all of this, has also faced the Work from Home challenge like us. Moving call agents and support engineers from offices to home environments was not an easy challenge. You had to be creative, working under unconventional circumstances. The resilience and flexibility of the TCS organization is duly noticed!" - Corporate Group Director, Professional Services Firm.

- "I cannot say how proud I am of the TCS team who have quickly reacted to this crisis and kept everything moving. TCS as a company treated the health crisis seriously early, and you all ran with what your company gave you. Where we are now with 100% coverage could not have happened without your leadership." - Large US Entertainment Company.