

Shantanu-Baruah-President-and-Global-Head– Healthcare-Life-Sciences-and-Insurance-and-Head- North-America-Hunting-AI-day-Session-12

And welcome back. So, before I begin, I just want to let you know that we saw a tremendous amount of interest in the AI lab and the demos we are showing. Thank you for that, and I want to let you know that we are here for you. After this session, if you want to stay back, want to see more of demos without the bell ringing, more than happy to do that. So, we all will be here, so please come back and we can walk you through those demos and solutions accordingly. Again, my name is Shantanu Baruah.

As I said, I have two roles. So here I am standing for my next role, which is the growth leader for North America. Today, I represent the entire geos of Hexaware. So, in the room, I have Vijay as well, so I represent the Asia-Pacific market, and also the European market led by Param. Hunting is the most exciting field we are working on. With the solutions that you're creating, with the market impact that you're making, hunting becomes the cornerstone of how you want to take it forward and create this journey very meaningful for Hexaware in totality. So I'm going to walk you through our thought process on that, how we are building our team, how we are rethinking our go-to-market strategy, and how we're going to infuse talent with right intention to take the path you want to take forward.

So, the numbers are hidden for a purpose. These are publicly available slide, so you want to make sure that the numbers are not given here. But I want to let you know that we have Capital V as a dream for making the pipeline, and similar concept we have in the booking as well, which will be significantly larger than what we are doing today. We are already in a path of excellence on that. You want to make sure that we create that goal in the next 18 months to create the right bedrock on which we are going to make sure that Hexaware can expand and succeed in what we are creating together. Now to do that, there are three elements which are on the top three important, well supported by the bottom three element, which I want to quickly walk you through. Number one is the win ratio. You want to make sure that everything that you're bidding for, qualified deals, 30% of them, you want to bring them back home. That is a number we are aspiring. To be very honest with you, today in the current role that I'm playing this year for the last six months, the number is a little higher than that. But we believe that as the pipeline will increase, as our expanse to the market will increase, we want to make sure that it is not less than 30% that we want to win in the market.

The second part is also very, very critical, is creating large deal impact. We want to create \$100 million plus deals into the ecosystem, bring it back, and this will require a very different kind of mindset and thinking, which I'll walk you through in my next few slides. But that's definitely our intent. And there are a lot of backend engine we are creating along with front side, sales team, and solution team to meet that mark. The third is we are reimagining our entire demand generation engine. The demand generation engine, I have a slide dedicated on that, which is to make sure that all of the different solutions we are creating, all of the different elements we are making in the domain-led areas as well as the IT-led areas, there has to be constant reach out to the right stakeholders with the right messaging 24/7. It is a very important element of what we want to achieve together and important part of our

strategy overall. Finally, if you see, to do that, the bottom three are going to be very, very critical and important for us. The first is a very strong hunting team. The hunting team of today has to be very solution oriented. We are also making it very domain specific. So, people have to know the industry that they are selling into so that we can bring all the solutions and all those elements together. They'll be well-supported by FDEs and AI architects to make sure we can make an impact right there and then. And you'll see that as we come along and talk about that in the next slide.

The second part is enabling the team on the ground with all the solutions we have. I'll give a short demo of that to you as well. We have put together all our solution, our brochures, our demos, our domain capability, all in one landscape, easily accessible to all the sales team in a click of a button. While we are training them on AI literacy, we're making sure that they have all the valuable favors in their armour. We also want to make sure that they have all the information at the access of a single click. And the third is, as we are dreaming to create large and complex deals, we need to establish that with creating a large deal team who have the knowledge of creating large deals, managing large deals, solutioning them, who also has the knowledge of ensuring that as we're bringing it all together, thinking and co-creating solutions in a complex world, and bringing the AI and different elements that we are bringing it all together from a service standpoint into our solution mix to differentiate in the market that we operate. Now with that said, to do this, we have a seven-vector strategy to take our solution back in the market. The first is the reimagining the frontline sales unit. Everyone, including me, are certified on our AI literacy program. Everyone, including me, are also Agile certified. We want to make sure that the new ways of working, which I think Keech spoke about, be it Kanban or different ways of formation, we have to be very well aware of those as we go on the market. We believe the new world of selling is solution selling where you need to understand your domain, you have to understand the technology well, and can converse with a client in a very meaningful way. Why is that important? Because all of a sudden what we have seen is that we are not only selling to the traditional CIO organization, but we are also selling to CMO, Chief Medical Officer, Chief Innovation Officer, people who are in the business side, the clinicians, commercial ecosystem play.

So, we have to make sure that we can talk the domain really well alongside the solution that you're creating. We are doing a three-batch of work there. First one is to ensure that the talent that we have, how do you retrain them? Second is fearlessly hiring people with deep solution and domain expertise with right client attitude and aptitude. And third is to ensure that there's a continuum motion of training and uplifting them as you go along that journey.

The second is the One-Stop Sales Portal. And I want to quickly show that to you in terms of how that look. There's a brief two minutes live demo on that. And this is the sales portal that you can see. The first and foremost, you can see the homepage. We are by the industry that we serve in. Every industry, they'll have the value chain, they'll have the services for that industry what we offer, and then anything and everything that they need. Let's say, for example, I click on Life Sciences. It talks about all of the value chain. Each of these are clickable where I can go and learn in detail and all the service offering, they have. Not only that, we have all the demos that you have created right here in the portal itself.

So, if I click on, let's say, Agentverse, this is our Life Sciences clinical Agentverse. Here, all the demos are available. Let's say I click on one. This is the audit stream for a clinical trial

management system. First of all, you see here that how the demo has to be done is also scripted here. Everything that you need to know from an overall standpoint. Who built it? If you want to reach them directly, you can do it from here as well if you want. And then you can actually open the live demo right here. This is all agent-driven, trying to do CTMS monitoring, just to let you know in a very brief 30 seconds. Clinical trial management is when you're doing trials, you have to monitor all the trials that are happening. Any anomalies has to be flagged. This is what this demo is doing. You can go to analytics. You can run the monitoring agent. It will tell you what the anomalies, things like that. Now, think of this. We do not want, in the old days, you need to have a solution agent, expert in the meeting to do all of this. We are training our people to know their domain well. Our hunting team are very domain-specific. If someone is hunting in Life Sciences, they are only hunting in Life Sciences. When they go in, they're equipped with the knowledge, with one portal based on the conversation they can open, and can do first level, second level, discussion right there on, without waiting, without saying, I need to get back to you. That is what we are trying to build together from an overall standpoint.

Now, if I go back to the PPT now, I'll go to the third one, which is a best-in-class incentive plan. I took over this role about a quarter back, and I used to run this for my previous company as well. One of the things that we have done is completely change incentive plan. We believe that we have the best hunting incentive plan in the area that we operate in. Just to give you a quick colour to that, our incentive plan has gone from many gate-based criteria of TCV, ACVs and all, to completely commission-based. Even if you're making a dollar for the company, you actually get a commission on that, simply put. Obviously, there are more riders. If they are selling one of our solutions, there are more riders on top of it. They can make huge amount of money as well. It is multiplier of what their bonus is. So, we want our sales team to be really, really rich. If they make money, we believe that we have done a good job, and that's how we are doing it. We are creating a high-performance team and a high-yield team, and with very minimal gating criteria. Very simple logic. You get a deal, you bring revenue to the company, you get a cut out of it. That's how we are doing.

The fourth is domain-intensive solution. I want to give an example on this. One of the Magic Circle law firm in the UK, they have given the business to us for a very different reason. This was a competitive RFP. They're the incumbent, which are one of the top five services company in the industry that we operate in. And they were looking for a change, a player who can bring in truly AI, and what we did was, because we had domain-intensive people, we created the entire legal process map of each of their applications or anticipated application system. We got their ticket, the usual that you get, application dump and all.

We created the entire map of how their value chain looks like. But more importantly, what we did was, we re-imagined that value chain. We said that if you need to bring AI for you, we need to see it very differently. Showed them that if they do it differently, how the application behaviour will change tomorrow, where all AI can be infused, and how it will impact their top line more than their bottom line. Right in the first meeting itself, it was sold. Now we're very happy to say that they're one of our prospective client, very soon to be signed. That's the kind of difference we're bringing in. Some of you stopped by my stall. I showed you DDF, CCD, the examples I took before. These are the kind of conversation we're having with the client. We are truly creating solutions. In other words, when we now go out to a customer, even for the first meeting, we do not go with a presentation anymore.

We go with a real demo. We create solutions on the fly. We have FD engineers baked in who can do things at a lightning speed. That's how we're going out in the market.

Then if you come to renewed demand generation, I have a slide on that as well. It is very imperative that we have to understand that our customer dynamics, the reach out market is completely changing. While CIO and the CTO organization still the organization you go after, but we are adding many more dimension to that. And for that, reaching out to those with a cohesive messaging and how you want to do has to reimagine. So, we are creating a centralized 24/7 demand generation engine. This engine is also very domain focused. So, there are people, team dedicated by the service line, not sorry, not the service, by the vertical line that we service upon. And we go out in the market accordingly.

AI led large deal focus team. Now, when we are doing AI deals, it is very imperative that we bring in all the dimensions of zero friction enterprise, all the six zeros and beyond that you want to bring to the client. Now to do that, it is very imperative that we bring in right solution expert, right kind of focus into it. We are never questioning a deal that, hey, is this deal AI and do I need to call, you have heard Vivi's name before, Vivi's team, the go to market team of AI to be part of this. It's the other way around. We say that every deal that we are going to do, even if our client is not saying there's AI required, we go with the AI mindset. We tell them the art of possible, we'll always have an alternate proposal for them. For that, we are infusing that with FDEs and solution architect, not only from a delivery standpoint, but from a right front end sales unit standpoint as well. Because we believe solution has to be created upfront now, it is left aligned more than a right aligned.

And that can envision, take it forward and create the impact that we want to create for our clients. I'll take a case in point example; it's a large commercial and specialty insurer out of the London market. And here is the deal, we didn't even, we basically have been working with them in the core infrastructure area, we didn't even work in the AI space yet, but we requested that, why don't you hear our AI story? And we were presenting to them and within that, there was a challenge coming by saying that you're saying all of this, Claude can do this. I can train my Claude and all the skills, that's what Claude is saying, that why should I use Hexaware? From there to now, we have now three different projects we are working. Short story is that, right in that meeting itself, we have people who have been trained in the AI literacy to tackle that question. For example, we told them that, look, Claude, everything that you say is basically a token used. Good query, bad prompt, good agent, bad agent, doesn't matter. You're using prompt and prompt will cost you token. And not everything, by the way, requires Claude as well, so how the harness engine works, which my dear friends have already spoken about, we explained them, we didn't have to wait for someone from our practice team or service line team to come and fast forward, right in that meeting, it was decided they'll invite us in the process they were already undergoing. Within a week's time, we were the winner because we showed them what we are talking about and we are their AI for SDLC partner of choice. Well, we are working on the other areas as well.

Finally, I want to talk about the day zero execution team and last year team. Part of that has been highlighted by Keech as well and to reiterate that. As we are winning more and more AI deal, execution becomes the paramount of our success. These requires a very different kind of mindset, different kind of people, people who are aligned to AI, people who can think AI, people who are FDEs, people who are AI architects, people who are also domain expert. So,

what we are doing is we are creating a day zero team, which is a stream of people already available to be deployed. They're the first team that goes in when we win a deal. They will establish it and then they work very closely with the delivery team to make sure that the right team comes and take it over. They are usually in the account for the three to four months and they kind of paratroop into that when we win. They again come back to our base unit to go on to the next project. We have experimented that now for the last six months. It is giving us tremendous value because we are getting it right from the first time because there's no gap between what we are selling versus what we are showing, which is demonstrating versus what we are executing. That seamless transition is equally important in the world that we are playing in today. And the large team, which I've already spoken about, to construct things, not only from a solution standpoint, but from a financial standpoint as well. How do you create solution in AI world? Digital twin, Keech spoke about the two lanes of costing that you have labour versus the digital twin cost and token economics and others. You need to engineer that very differently in the world that you're playing in. More and more now we are getting into gain-share-based models, particularly in AI for business, where we are saying that when we save you money or when we create new revenue stream for you, you pay us back. And that's the kind of mode we are creating for us in Hexaware, and hunting is the engine which is starting this game right from the word go.

I have two more slides just to quickly tap upon two of the thoughts which I've spoken about before. One is the resilient demand generation team. It has four different perspectives, very briefly. Number one is a 24/7 team. I already spoke about that. They are aligned by the business services. They are trained on the AI literacy. They can have a level three level kind of a conversation with any of the client. They are also going beyond CIO and the CTO organization. Number two is maximize outreach. I think we have a fabulous advisory and partnership area, but with AI, that area is expanding quite a bit. In the advisory side, we are seeing new players coming into play, which are very domain cantered. So, we are expanding those to make sure that we can bring that to play as well. On the partnership side, we are seeing that early partnership with the AI ecosystem. Players are making tremendous value in the outcome. I'll take two case in point. One is when we have a partnership with Mistral, where we are already in the process of creating SLM with them. So when we go and create small language module or model for our customers, we take players like Mistral with us if there's interest to create that kind of SLM mode for our client. That partnership ecosystem is well expanding. There are two leaders in the room. Sid, beside his other AI role, is also managing the entire AI partnership, be it Anthropic, Mistral, and all, which is to be dabbled and tackled accordingly. We became Anthropic reseller very recently, I'm sure you've seen in the news. And I also have Eravi in the room, who is for the hyperscalers, who is going to play a very big role in terms of bringing solutions out in the market, be it Microsoft, be it Oracle, be it Amazon, and GCP.

So that's on the partner ecosystem and the advisory ecosystem. Domain intensity is very, very important. More and more we are seeing domain solution architect with right aptitude and customer acumen becoming a good solutions and a sales leader. We are infusing those kind of talent into the mix, not looking for traditional sales, the traditional kind of partner role. We are seeing more and more those kind of roles are important and I'm tying it back again and again because we are selling a lot in a very customers intensive, complex problem solving area. So, we need people who can talk that language. And then we have a very targeted

outreach to make sure that we know who we are reaching out and how you want to make an impact. You're already seeing early results in this. Most of us spoken over here, we are seeing a prominent outcome of that. I can talk about my vertical, some of those numbers are available to you since we report. HNI last year grew 13 and a half percent and some of this is backed upon what we have. My other friends can talk accordingly as well in terms of how they are taking this new ways of working and making it all together. While I'm speaking on behalf of Param from Europe and Vijay from AsiaPAC, they have a similar dimension in their space as well to make it a real impact for us.

And my final slide, we are, how we are making sure that we are training people in AI literacy program. I think our CEO sets the bar high. Any training program that comes, Keech takes it first, so it is mandatory for all of us to take it. We start it from the top, we'll make sure that all of that AI fluency program is ubiquitously trained and available to all of our people, not only to the FD or to the AI architects. Sales portal I've already shown you. Dedicated FD is not only to deliver one programs, but also to work with prospects and new leads. AI pricing, which Keech has covered to make sure that we can create a differentiated offering in the market as we come along, because we believe, I know Keech said it, we are not going to talk about margin, but we strongly believe that with AI margin, profile is going to be very differentiated and different.

With that, I thank you for lending your ears to me. I know I'm giving seven minutes back, but we'll take it to the next session from here. Thank you very much.