IT services as a value multiplier in global capability centres

July 2025

As global capability centres (GCCs) evolve into strategic partners for their headquarters, they are unlocking both cost efficiencies and innovation gains. **Rajesh Ojha, Dheeraj Gangrade, Abhijit Majumdar** and **Sayantan Chatterjee** unpack how harnessing the IT function can amplify value creation for GCCs.

Contents

01 GCCs as the North Star model for CIOs 04

02 Harnessing IT to boost GCC revenue streams 12

03 Empowering GCCs to drive their HQs' technology vision 14

04 Select recommendations 16

05 Looking ahead 20

01

GCCs as the North Star model for CIOs

As technology leads to business model reinvention, the IT arms of GCCs are leading the charge – transforming business processes, driving innovation, enabling growth and securing competitive advantage. Their portfolios now include higher-value services such as business process management (BPM), engineering research and development (ER&D) and information technology (IT). Our latest survey[1] confirms that leaders from both GCCs and their HQs see IT as the cornerstone of future value creation. But to maximise this potential, they must address three critical challenges: rising cost of digital transformation solutions, increased demand for artificial intelligence (AI) solutions and escalating cybersecurity threats.[2] Seizing opportunities amidst these challenges demands robust IT capabilities – a key strength of today's transformative GCCs.

Adopting a GCC model for IT operations can be particularly beneficial for organisations that operate on a large scale and in multiple regions. This is especially relevant in a world where new value pools are emerging and industry boundaries are shifting. Businesses are entering new domains of growth centred around human needs such as how we make, build, move, feed, care, connect and compute, fund and insure, govern and serve, and fuel and power with ecosystem partnerships and cross-sector collaboration acting as key enablers for this transition. Such industry reconfiguration amidst technological disruption, shifting customer needs and climate change are necessitating a relook at traditional operations and functions, including IT, to better align them to business objectives.

1 PwC, Catalysing value creation in Indian global capability centres

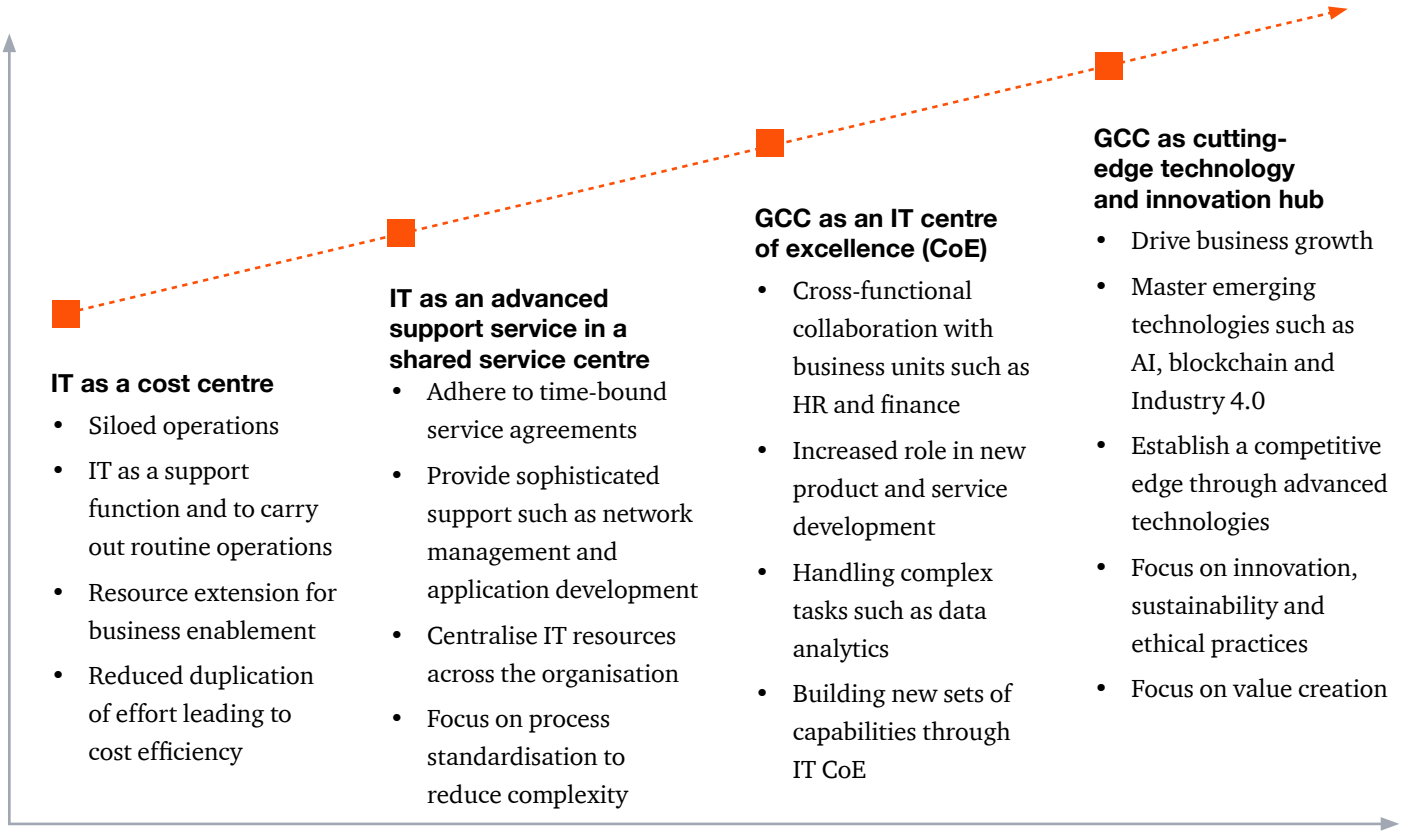
2 Ibid.

From cost centre to catalyst for growth

Traditionally, IT was treated as a non-differentiating factor focused mainly on minimising costs and providing internal support. There was little emphasis on innovation. IT systems were often fragmented and IT functions outsourced wherever possible. Over time, IT morphed into a shared service, enabling GCCs to provide centralised IT services across the organisation by consolidating IT resources and processes.

Today, GCCs serve as transformation hubs, delivering end-to-end services, and owning key decisions across technology, architecture and processes. They operate as autonomous IT entities – strategic engines for innovation and product ideation.

Figure 1: Evolution of the IT function from a cost centre to growth driver



Source: PwC analysis

Over the past few years, the number of GCCs providing IT services has grown significantly. According to a 2024 report, India has the largest base of 17% of global technology capability centres.[3] Faced with stringent IT budgets and macroeconomic pressures, global companies are increasingly turning to their GCCs in India to carry out high-impact technology functions.[4] The aim is to contain costs while driving technological innovation. Global leaders often consider the cost of operating a GCC to be lower than that of engaging the services of traditional technology firms.[5]

3 The Economic Times, India's GCC count rises to 1,700 in FY24, revenue up 40% at $64.6 billion: Report

4 The Hindu BusinessLine, Tighter IT budgets push companies to insource critical tech to GCCs

5 Financial Express, Can global capability centres power the next wave of IT hiring in India?

Our IT services organisation has been a game-changer, leveraging specialised teams to drive value. Through streamlined application support, robust cybersecurity measures, data-driven insights and infrastructure management, we've achieved enhanced operational efficiency, reduced risk and informed decision-making. By harnessing the collective expertise of our specialised teams, we've optimised IT operations, accelerated innovation and delivered scalable solutions that support Terumo's global growth and commitment to delivering exceptional healthcare solutions."

– Gorky Chugh
India GBS Leader, IT GBS Shared Services
Terumo India Private Limited

Figure 2: IT as a catalyst for value creation in GCCs

Cost efficiency via factory automation

i. Managing global cloud operations through centralised and specialised teams
ii. Access to skilled analysts providing decision-making support
iii. Benefits from economies of scale
iv. Optmised workforce costs due to automation
v. Scalability without significant additional investment

Consolidation and rationalisation

i. As GCCs render services at a global level, identification of opportunities for consolidation and rationalisation across application, infrastructure, resources and assets to enhance business agility and optimise cost

Standardisation and business risk mitigation

i. Implementation of standardised processes across functions to enhance service quality
ii. Better vendor management to mitigate risk of variability in services and conflict of interest
iii. Resilient IT infrastructure and technological intervention to reduce system failure risks and enhance business continuity

Source: PwC analysis

Figure 3: Value maximisation opportunities enabled by IT in GCCs

Software and applications	• Application rationalisation to reduce maintenance costs • Optimisation of software licences to negotiate better with vendors
Cybersecurity and risk management	• Identification and mitigation of risks through proactive strategy • Implementation of cybersecurity policies and frameworks for protection of sensitive information
IT services delivery enhancement	• Promotion of process standardisation through use of automation technologies • Reduction of service delivery time due to standardisation and automation for better customer satisfaction • Shift from service-level agreements (SLAs) to experience-level agreements (XLAs)
Analytics and data governance	• Deployment of predictive analytical models for proactive strategy adjustments • Establishment of data governance frameworks to meet compliance requirements
Business continuity and disaster recovery	• Deployment of system backups to ensure availability of critical systems and reduction of system downtime
Architectural frameworks	• Streamlining architectural frameworks to bring in standardisation, reduce system complexity and promote system interoperability • Establishment of a scalable, flexible and agile IT architecture

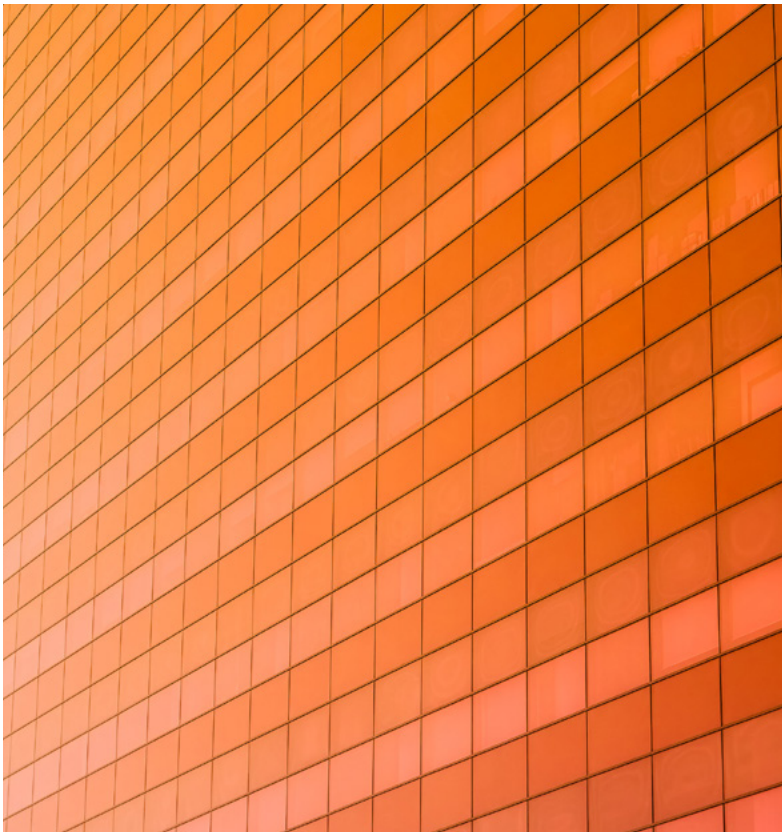
Source: PwC analysis

Initially, the IT arms of GCCs were focused on business enablement, cost control, solution support and maintenance. The focus has gradually shifted to innovation, product-centric strategies, agile app development, and end-to-end value chain enhancement – transforming IT services from efficiency enablers to innovation accelerators.

That explains why GCCs are a powerful North Star model for the chief information officers (CIOs) of large, geographically diverse enterprises. The model is especially beneficial for organisations, as this integrated approach to managing technology-led capabilities empowers CIOs to pivot from routine operations to high-impact transformation initiatives. It fuels growth, positions technology as a core driver of competitive advantage and enables faster response to market shifts through the following:

- **Effective IT sourcing:** GCCs allow centralised procurement of IT assets, resources, infrastructure and services, ensuring consistency across group entities. This not only leads to economies of scale but also streamlines and standardises the supplier ecosystem, quality and rates, and digital capabilities across group companies.
- **Service-oriented model:** GCCs often work as independent organisations responsible for providing services to businesses. To achieve this, services are rendered and accounted for in monetary terms to provide transparency with respect to the effort and cost components of the business. This helps in preparing a business case for additional resources or cost optimisation opportunities.
- **Rationalisation of the IT ecosystem:** In a GCC managing IT, there are opportunities to rationalise applications, infrastructure and resources that are often duplicated across various geographic entities, reducing redundancies and optimising resources. This in turn leads to cost savings.
- **Data-driven decision-making:** Various business functions such as finance, procurement, HR and supply chain leverage the technological advantages of GCCs. With access to global operations and data, IT in GCCs serves as a one-stop solution for data-driven business decision-making by providing analytical solutions tailored to each function. Around a fourth of GCCs in India have a CoE for data analytics.[6]

CIOs can therefore rely on the IT function in GCCs to provide the relevant tools and requisite resources needed to harness technology across business functions, driving a competitive advantage in a rapidly evolving business landscape.



6 The Times of India, Here are trends in GCCs

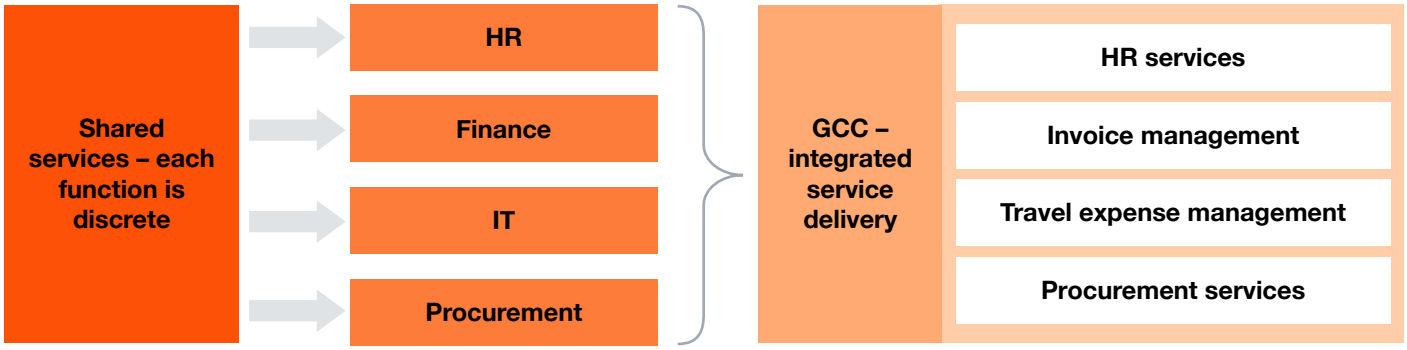
“At Orange India GCC, our IT services arm drives digital transformation across global operations through mature technical capabilities and cutting-edge solutions. We’ve evolved into a strategic innovation hub that accelerates time-to-market for critical applications while delivering measurable impact to our group and customers worldwide.”

– Krishna Kabra
Head of India GCC
Orange Business Services

From shared services to strategic global capabilities

The paradigm shift from shared services centres (SSC) to GCCs enabled organisations to unlock the potential of IT services as a driver of business strategy. While SSCs often operate in silos and are transactional in terms of service delivery, GCCs focus on cross-functional integration and collaboration to optimise processes and leverage global expertise. Rather than being organised as a single function handling discrete transactions, IT serves as a common service interface aligned with business function outcomes, leading to growth.

Figure 4: Paradigm shift from SSCs to GCCs



Source: PwC analysis

“At Reckitt GCC, our commitment to cutting-edge IT solutions drives a culture of innovation and delivering exceptional services to business teams globally.”

– Ravi Kalagara
IT&D Director, HR Ops and Services
Reckitt

The growth of IT service arms within GCCs has been primarily fuelled by the following key factors:[7]

- **Strong talent pipeline:** The high availability of science, technology, engineering and mathematics (STEM) talent in India has enabled agile operationalisation of IT in GCCs.
- **Focus on technology:** Major global organisations have a laser focus on enhancing their technology landscape in India. This has increased the number of employees in GCCs significantly.
- **Centralising the technology ecosystem:** Global organisations are looking to centralise their technology ecosystems in India, moving a significant chunk of global engineering activities to the country.
- **AI-powered innovation:** The availability of skilled AI/machine learning (ML) professionals in India has helped power innovation through dedicated AI/ML CoEs.
- **Hub expansion:** Cost benefits and evolving talent pools across tier-2 and tier-3 cities in India have resulted in the setting up of new GCCs, alongside existing GCCs in tier-1 cities.
- **Government incentives:** Multiple state governments in India are providing various incentives[8,9] to drive investment through the establishment of GCCs. Some of these incentives include stamp duty exemption or reimbursement on purchase or lease of land, office space or buildings; capital subsidy and refund of state GST paid on purchase of capital goods; interest subsidy on loan taken for constructing and setting up infrastructure; grant-in-aid for setting up CoEs to foster R&D as well as innovation; operational expense subsidy on lease, bandwidth expenses and cloud service costs; electricity duty exemption for five years; and reimbursement of quality certification fee incurred for setting up GCC operations.

> “Our GCC is at the forefront of global innovation – driving advanced AI, digital solutions and product development. We deliver strategic value beyond cost savings, accelerating transformation, fostering a culture of excellence and enabling the organisation to maintain a competitive edge in a rapidly changing digital landscape.”
>
> **– Harshh Makkar**
> IT Director, India Site Lead
> Boston Scientific

7 https://itbtst.karnataka.gov.in/storage/pdf-files/Draft-KarnatakaGCCPolicy2024-2029-.pdf

8 Ibid.

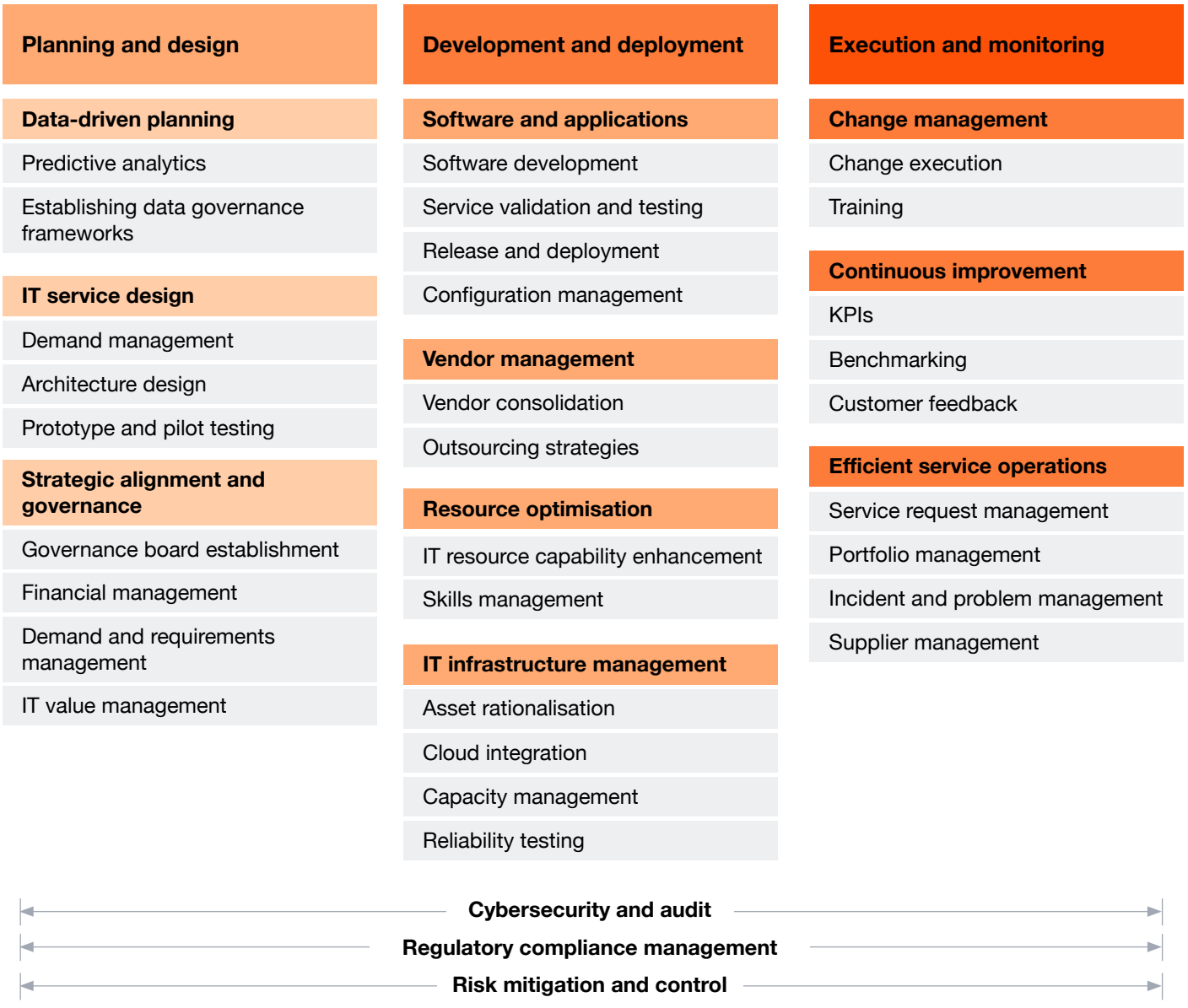
9 https://invest.up.gov.in/wp-content/uploads/2024/09/Draft-UP-GCC_280924.pdf

02

Harnessing IT to boost GCC revenue streams

As GCCs support global operations, it is imperative to adopt a standardised model to deliver services. These services are monitored and measured against various benchmarks for optimisation and efficiency. The IT capabilities provided through GCCs span lifecycle management with a focus on transitioning from a traditional plan, build and run model to an end-to-end service-based approach that includes designing, developing, operationalising and improving value streams.

Figure 5: IT capabilities in GCCs



Source: PwC analysis

Originally set up to serve their parent conglomerates, GCCs are going beyond their initial mandate, widening their scope to provide outbound IT services to businesses in related industries. Some of the ways GCCs have achieved that include:

- **CoEs:** GCCs leverage technologies such as AI, cloud computing, data analytics and cybersecurity to provide product development and innovation services. A case in point is a global FinTech company that set up its CoE in India in 2021 to play a vital role in strategy, growth, innovation and customer experience enhancement for its clients worldwide.
- **Revenue generation:** Offering similar services to external organisations with minimal additional overhead costs has opened new revenue streams for the IT functions of GCCs.
- **Efficient resource utilisation:** As the IT divisions within GCCs have developed specialised skillsets, these centres are seeking opportunities beyond their parent organisations to effectively leverage their talented workforce and offer competitive services to external clients.
- **Leveraging economies of scale:** By offering services to external clients, GCCs enhance operational efficiency and reduce service costs through economies of scale, thereby boosting profitability.
- **Government policies:** Countries such as the UAE and India have formulated their digital economic strategies to foster the expansion of their digital economies. This development opens new avenues for GCCs to diversify their offerings and meet the growing demand for digital services, including AI, cloud computing and data centre operations.

03 Our Take

Empowering GCCs to drive their HQs' technology vision

India currently accounts for 5–7% of global innovation output, which is projected to surge to 15–20% by 2030. GCCs are expected to play a central role in this growth.[10] As innovation hubs supported by a robust IT function, GCCs are playing an integral role in new product and service development. Examples abound. An aerospace giant gets its digital tools and solutions for aircraft design developed in India.[11] The Bengaluru-based GCC of a Japanese conglomerate built a payment platform for it and manages the entire value chain of the digital product, be it user experience, adding new features, deciding strategy or back-end operations.[12]

The focus on innovation has positively impacted the target operating model of IT service arms in GCCs in several ways:

- **IT ownership of service design and delivery:** From handling execution and monitoring, the target operating model now takes the lead in planning and design, which includes data-driven planning, IT service design, strategic alignment and governance. This enables service delivery based on the needs of business functions and in line with the financials defined for the services.
- **Critical role of IT in security and compliance:** As GCCs work across geographies and lines of business, they often face data breaches and regulatory compliances. This necessitates the inclusion of a security and audit function in the target operating model for risk mitigation and cybersecurity preparedness at all stages of service delivery.
- **Continuous improvement:** As the ownership of service delivery falls on IT in GCCs, mechanisms such as key performance indicator (KPI) tracking and customer feedback loops help in ensuring that IT service delivery is aligned with customer expectations across lines of business and conglomerate entities.

With the IT function in GCCs expanding its capabilities – from software development to cloud management – it is becoming a preferred partner for technology-led initiatives within the group. To strengthen this role, IT arms within GCCs are establishing governance boards that foster collaboration across business units and CoEs. These boards ensure CoEs remain agile in responding to market shifts while aligning with the business group's global compliance standards. This enables the delivery of tailored, high-impact services across geographies.

The CoE model therefore focuses on building expertise in technologies such as robotic process automation (RPA), cloud computing, generative AI (GenAI) and robotics. A case in point is a global leader in enterprise resource planning (ERP) platforms which has built a GenAI co-pilot to augment user interaction with its suite of solutions through its GCC in India.[13] Another Bengaluru-based GCC of a global retailer has applied AI to suggest real-time substitutes for unavailable products, perform inventory forecasting and personalise recommendations for its user base.[14]

10 The Times of India, Here are trends in GCCs

11 Ibid.

12 Business Today, India's global capability centres thrive amid IT slowdown: From support to innovation, hiring surges

13 5 breakthrough AI innovations from Bengaluru GCCs

14 Ibid.

“Qualcomm’s GCC in India has evolved into a powerhouse of innovation – seamlessly integrating cutting-edge R&D with global strategy. By harnessing India’s deep tech talent, AI-driven capabilities and a culture of collaboration, the centre consistently delivers transformative solutions that accelerate Qualcomm’s global vision and create measurable value for our headquarters.”

– Ankit Agarwal
Director, Engineering Operations
Qualcomm India Private Limited

Shifting from outsourcing to strategic insourcing

As GCCs have matured, they’ve evolved from traditional IT outsourcing to captive models, and now to strategic insourcing – ensuring greater quality, consistency and a sustained competitive edge across business lines.

The growing shift towards insourcing can be attributed to:

- **Service customisation:** Insourced teams are better positioned to customise solutions for business lines according to business goals, thus providing a competitive edge.
- **Control over operations:** In-house control over service quality, technology and system operations ensures that solutions are developed as per needs and can be replicated across business lines, reducing inefficiencies and system redundancies.
- **Skill development:** Insourcing creates a readily available talent pool which is accustomed to organisational culture and works with agility to respond to market conditions.

Other factors such as costs, technological advantage and productivity also come into play when deciding between insourcing and outsourcing.[15] Organisations need to strike the right balance between insourcing and outsourcing, where control of operations with strategic alignment is driven by insourced teams, while vendors provide a technological advantage, mitigate supply chain risks and manage routine operations.

15 https://community.nasscom.in/communities/global-capability-centers/insourcing-v-outsourcing-which-model-suits-your-needs

04

Select recommendations

The IT services arm of a GCC can help pivot its IT cost centre to a profit centre. This transformation can bring higher accountability, transparency and process standardisation, while fostering innovation through CoEs and expanding access to critical skills. Two considerations are essential while setting up the IT arm within a GCC:

Alignment of the IT vision with organisational strategy	Selection of optimal location

Alignment of the IT vision with organisational strategy

It is crucial to ensure that the IT vision of the GCC aligns with the broader strategic objectives of the organisation. Embracing design principles in sync with these objectives can enable the IT services arm in GCCs to become a pivotal player in the organisation.

The following are select foundational design principles for the IT services arm in GCCs:

Design principles	Imperatives for IT in GCCs
Innovation led	• Create a culture that encourages experimentation and creative problem solving. • Adopt emerging technologies by integrating technologies such as AI and ML.
Rationalisation and consolidation	• Rationalise and consolidate applications, data and infrastructure for efficiency. • Identify migration risks and issues for better migration planning.
Business partnerships	• Enhance alignment by collaborating closely with business units to synchronise IT initiatives with strategic goals. • Build partnerships within GCCs and with vendors and suppliers for shared innovation.
Focus on business growth and agility	• Develop scalable, modular and flexible IT frameworks to respond quickly to business changes. • Prioritise customer experience to remain agile in market trends.
Standardisation and innovation	• Consider establishing a lean CoE to promote standardisation and innovation. • Establish relationships with technology providers, analysts and startups, with a preference for local vendors.
Value-driven sustainable model	• Develop a service model with sustainability and value to the business at its core. • Ramp up GCC capabilities based on the demand and budget availability and variable pricing model.

By adopting high-impact design principles, the organisation can achieve benefits such as:

Optimised resource utilisation	Enhanced operational efficiency	Service-oriented structure
Synergy and cost benefits	Access to expertise	Standardisation across IT verticals
Sustainable value creation	Smooth change implementation	Accelerated innovation
Scalable GCC operations	Growth and agility	

Selection of optimal location

Key elements for analysing location feasibility include:[16]

1) Talent availability

Availability and scalability of talent plays a significant role in deciding the location of the IT services department of a GCC. For sustainable operations, it is critical to ensure that the right skills are available to meet the organisation's current and future needs while also mitigating personnel attrition risk. Collaboration with educational institutions, government support and organisational policies (including training and mentorship) are key components which drive talent availability at a location.

At present, India has close to 2,975 GCC units employing 1.9 million people.[17] Karnataka accounts for the largest share of the GCC workforce, with 35% spread across more than 875 GCCs. The state boasts over 37% of senior IT professionals and 44% of mid-level IT professionals in India.[18]

Managing talent is critical for any GCC that emphasises availability, capability and employability of resources. A case in point is a leading global professional services company with capabilities in cloud, digital and security. Its GCC setup in India offers continuous learning initiatives to ensure its workforce stays up to date with the latest technology advancements. Another leading multinational investment bank and financial services company provides certification training in cybersecurity, data analytics and other cutting-edge financial technologies to its GCC employees in India.

2) Ecosystem maturity

The ability to innovate at scale is driven by opportunities presented by the maturity of the ecosystem in which an organisation operates. Based on business strategy, an organisation should look at availability of a robust vendor network, headquarters, major contractors and nearness to educational institutions when selecting a feasible location.

India already boasts an innovation ecosystem which includes startups, university accelerators, R&D centres and equipment suppliers that can complement GCCs in driving technological advancements. GCCs in India can unlock significant innovation opportunities by entering into strategic collaborations with India-based startups. They could harness its tech-ready talent pool and capitalise on government initiatives. The government has rolled out initiatives such as earmarking INR 500 crore for a CoE in AI for education as well as five national CoEs for skilling focused on areas such as robotics, cybersecurity and AI.[19]

Our research also highlighted that partnering with startups to integrate localised innovations into organisational frameworks and processes is a critical priority for HQ and GCC leaders across both product and service-based groups.[20]

16 https://zinnov.com/centers-of-excellence/choosing-a-location-for-setting-up-global-capability-centers-gcc-blog/

17 http://indiabudget.gov.in/economicsurvey/doc/echapter.pdf

18 https://eitbt.karnataka.gov.in/111/draft-global-capability-centres-%28gcc%29-policy-2024-2029/en

19 https://indiaai.gov.in/news/union-budget-2025-26-centre-allocates-500-crore-for-ai-centre-of-excellence-in-education

20 PwC, Catalysing value creation in Indian GCCs

3) Cost optimisation

Optimising and rationalising operational costs is a primary concern when selecting the location for setting up IT services in a GCC. A study indicates that global organisations can save approximately 65% on cost with a team based in India when compared with the United States.[21]

GCCs can thus consolidate their operations in a single location to achieve economies of scale, reducing overhead costs and centralising decision-making. PwC India enabled the GCC of a leading FMCG company to optimise costs by identifying opportunities for application rationalisation, license optimisation and vendor consolidation. The team also identified areas for the involvement of multiple vendors to streamline costs.

Moreover, favourable regulatory and government policies can streamline operations by enabling consolidation into a single location, strengthening data management capabilities. To sustain long-term success, businesses must also invest in a compelling employee value proposition to retain top talent. Without strategic planning and adaptability, companies risk unexpected overheads, leading to bottlenecks and operational inefficiencies.

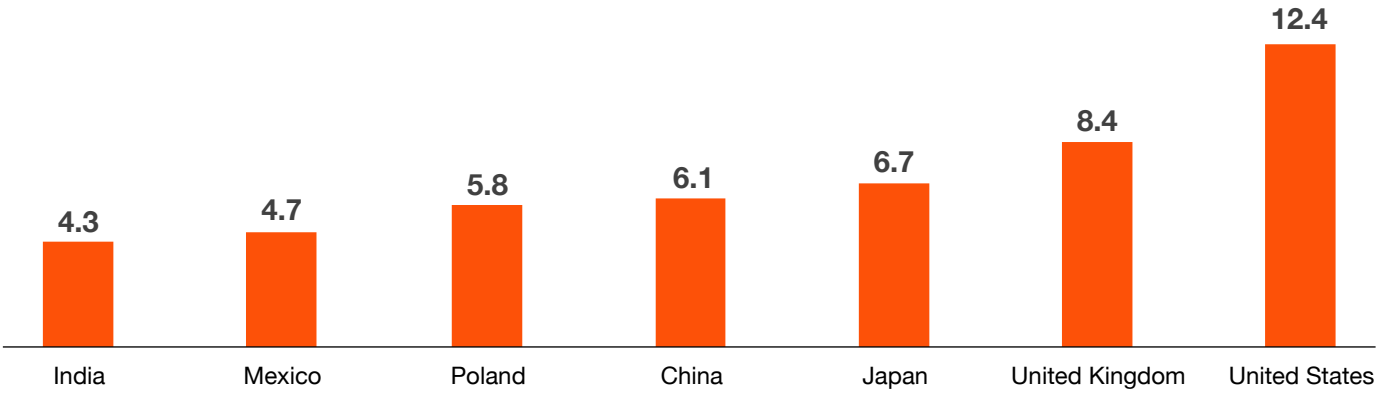
4) Market conditions

Long-term growth and sustainability are a function of the market in which an organisation operates. Geopolitical stability and global economic relations are vital to ensure that the market remains conducive to growth.

According to global rating agency Moody's Ratings,[22] India's internal growth drivers, low dependence on goods trade and a sizeable domestic economy place it in a relatively better position than other emerging markets to deal with the US tariffs and global trade disruptions. In June 2025, in its latest Global Economic Prospects report, the World Bank upheld its forecast for India's GDP growth at 6.3% for FY26, underlining that the country will maintain the 'fastest growth rate among the world's largest economies'.[23]

To mitigate concentration risks, companies are increasingly setting up their second and even third GCC in tier-2 cities. In response, India is rapidly ramping up infrastructure in these locations to support seamless operations and cost efficiency. While Bengaluru remains a primary GCC and startup hub, cities like Ahmedabad, Pune, Vadodara, Mangaluru, Coimbatore and Chandigarh are seeing a growing GCC footprint.[24]

Figure 6: Cost of a 100-member GCC team (in USD million)



Source: https://zinnov.com/centers-of-excellence/choosing-a-location-for-setting-up-global-capability-centers-gcc-blog/

21 https://zinnov.com/centers-of-excellence/choosing-a-location-for-setting-up-global-capability-centers-gcc-blog/

22 Business Standard, India better placed than peers to weather US tariffs: Moody's Ratings

23 The World Bank, Global Economic Prospects

24 The Times of India, GCC talent pool in smaller hubs up 26% in 2 years

Where we can help

We offer a multitude of services – from design and its operationalisation to strategy development for digital transformation and expansion – to help organisations set up a strong and well-equipped IT services wing within their GCCs.

We conducted the strategy and IT operating model review for a GCC of a global medical device manufacturer to identify the areas for expansion of its capabilities. Our team also recommended design principles for the future state of its IT operating model. The following are PwC India's GCC-specific service offerings:

Figure 7: PwC India's GCC-specific service offerings

1 GCC set-up and restructuring

- Assess, design and set up new GCCs, covering IT aspects
- Refresh/restructure the IT operating model of the existing GCC

2 Vendor management office (VMO)

- Set up a VMO operating model
- Design a vendor-balanced scorecard and operationalise it for vendor grading

3 Value management office

- Design, set up and operationalise the value management office
- Baseline the outcomes of initiatives and monitor the value delivery

4 CIO KPIs

- Baseline key CIO KPIs
- Drive KPI improvement initiatives

5 Cost optimisation

- Assess and recommend cost optimisation areas across the IT landscape

6 Enterprise architecture (EA)

- Design and set up an EA office
- Carry out EA blueprinting across business, application, data and technology domains

7 Agile methodology

- Co-create an agile operating model
- Assist in its operationalisation

8 Business analysis

- Assess and design business processes from a digitisation perspective

9 IT service management

- IT services catalogue management
- Re-engineered IT services management processes

10 Portfolio and programme management

- Assist in portfolio lifecycle management
- Assist in project management office (PMO) set-up and operationalisation

11 CoE assessment and set-up

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

12 GCC maturity assessment

- Assess diagnostics of the IT services landscape from a digital maturity perspective

Source: PwC analysis

05

Looking ahead

A new chapter for IT services in GCCs

India has emerged as the hub for IT delivery enabling value-led innovation in GCCs. The next frontier of growth for IT services in GCCs will come from delivering value-based outcomes, owning product and strategic roadmaps and building at scale.

Strategic imperatives for IT services in GCCs:

1. Owning product lifecycle

IT services in GCCs today have gone beyond being just a part of the software development lifecycle to becoming platform leaders and product owners driving an agile mindset across the organisation.

2. Driving data-driven decision-making

IT services in GCCs are deploying data science models and intelligent automation to enable smarter decision-making for business leaders and functions.

3. Enabling tech-led innovation

IT services in GCCs are transitioning into innovation hubs, bringing in new technologies in AI/ML and cloud which enable cost and resource optimisation through automation across business functions such as HR, finance and procurement.

As GCCs advance along the maturity curve, partial alignment between them and their HQs can hinder value creation – a trend highlighted in PwC India's recent research.[25] To unlock their full potential, businesses must adopt a GCC-first mindset, recognising these centres as hubs of innovation and value-driven talent, not just offshore support units. Investing in strong local leadership and embedding governance by establishing clear roles, responsibilities and escalation matrices can drive long-term strategic impact.

With strong government support, a rich talent pool and growing capabilities in emerging technologies, Indian GCCs are well-positioned to thrive amid global uncertainties and drive long-term enterprise transformation.

25 PwC, Catalysing value creation in Indian global capability centres

About PwC

We help you build trust so you can boldly reinvent

At PwC, we help clients build trust and reinvent so they can turn complexity into competitive advantage. We're a tech-forward, people-empowered network with more than 370,000 people in 149 countries. Across assurance, tax and legal, deals and consulting we help build, accelerate and sustain momentum. Find out more at www.pwc.com.

PwC refers to the PwC network and/or one or more of its member firms, each of which is a separate legal entity. Please see www.pwc.com/structure for further details.

Contact us

Rajesh Ojha
Partner and Leader
GCC Market Segment
rajesh.ojha@pwc.com

Abhijit Majumdar
Partner and Digital Strategy Consulting Leader
abhijit.majumdar@pwc.com

Dheeraj Gangrade
Partner and Deputy Advisory Leader
dheeraj.gangrade@pwc.com

Sayantan Chatterjee
Partner, Digital Strategy
sayantan.chatterjee@pwc.com

Viral Raval
Executive Director, Digital Strategy
viral.raval@pwc.com

Core content team

Chandra Shekhar Rawat
Vishnupriya Sengupta
Rupam Kundu
Ruchika Uniyal
Ashish Sachdeva
Divyanshu Sinha

Editorial

Dion D'Souza
Megha Adhikari

Design

Harshpal Singh

pwc.in

HS/July 2025 - M&C 46847