



UK GLOBAL CAPABILITY CENTERS IN INDIA

UNLOCKING STRATEGIC OPPORTUNITIES

A ZINNOV POV

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The India–UK corridor is undergoing a strategic reset. Over 130 UK-headquartered firms now operate Global Capability Centers (GCCs) in India—leveraging its scale, speed, and digital depth to power critical business functions. These centers are not extensions—they are embedded engines of innovation and resilience.

What sets UK GCCs apart is their sectoral spread: 2–4x higher representation in BFSI, Media, and Energy compared to US peers. This reflects a deliberate recalibration—anchored in India’s 1 Mn+ digital talent pool, rising AI fluency, and enabling regulatory environment. Flagship investments—from Tesco’s tech hub to Barclays’ largest campus in Pune—signal long-term commitment, not experimentation.

As global enterprise models evolve, India presents a platform to co-create the next phase of growth—more sustainable, tech-forward, and resilient. For UK firms, the opportunity is no longer about presence. It’s about participation—with purpose, at scale.

Nilesh Thakker
President - GCC Business
Zinnov





The evolution of UK-India business partnerships has reached an inflection point, where GCCs are fundamentally reshaping how UK organizations innovate and compete globally. This transformation is particularly striking in its scale – UK-headquartered GCCs in India operate at 35% larger capacity than their global counterparts, with 92% maintaining sophisticated multi-functional operations.

What makes this partnership uniquely powerful is how UK organizations are leveraging India's ecosystem in distinct but interconnected ways. First, these GCCs are serving as innovation powerhouses, where breakthrough solutions are conceptualized and developed. From Intelligent Automation in Financial Services to pioneering Pharmaceutical Research advancing Vaccine Development, UK companies are pushing the boundaries of what's possible.

Second, these GCCs have evolved into strategic hubs that drive Enterprise-wide transformation. By fostering deep connections with India's vibrant Start-up ecosystem and academic institutions, UK GCCs are creating an interconnected network that accelerates innovation and enables rapid scaling of solutions.

Mohammed Faraz Khan
Partner - GCC Business
Zinnov





It's both inspiring and a testament to the ever-strengthening UK-India bilateral business relationship that we're witnessing an increasing number of strategic collaborations of UK organizations setting up GCCs here in India. These collaborations strengthen economic ties and foster knowledge exchange and job creation, contributing to the shared prosperity of both countries.

For the UK organizations who are investing in India's dynamic market, these collaborations reinforce their global competitiveness while supporting India's growth journey, paving the way for a more resilient and interconnected future.

Mr. Harjinder Kang

His Majesty's Trade Commissioner for South Asia and
Deputy High Commissioner for Western India





India has emerged as a preferred destination for UK organizations due to its thriving ecosystem of skilled talent, cost efficiency, and technological innovation.

One of the world's largest pools of English-speaking professionals, India offers expertise across diverse domains, including IT, Analytics, Finance, and Engineering. The country's robust digital infrastructure and commitment to fostering innovation through initiatives like "Digital India" further enhance its appeal. Additionally, India's favorable timezone overlap with the UK enables seamless collaboration. The presence of dynamic Start-up ecosystems and industry-specific expertise also allows GCCs to innovate and scale rapidly.

Combined with a stable regulatory framework and supportive government policies, India offers a strategic advantage for UK organizations seeking operational efficiency and competitive growth.

Chandru Iyer

British Deputy High Commissioner & HM Dy Trade
Commissioner for South Asia – Investments





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DEFINITIONS

GLOBAL CAPABILITY CENTER (GCC)

- Global Capability Centers (GCCs) are offshore services units established by Multinational Corporations (MNCs) to perform strategic functions, leveraging knowledge-based talent, cost and operational efficiencies
- GCCs encompass the Technology, Engineering, and Operations functions, including Shared Services Centers of MNCs in India

MNCs NOT QUALIFYING AS A GCC

- Service Providers (SPs) (Technology/Engineering/Operations/Digital functions) or Integrators supporting Product/Solution/Platform development
- Staffing companies generating revenue by outsourcing talent or contingency staff
- Pure-play Sales entities selling products or customized tools/software to India and nearby regions
- Professional Services companies that have a dual model (in-house and third-party)

METHODOLOGY

This report has been developed utilizing a mix of primary and secondary research, including proprietary and government databases, and in-depth discussions with GCC leaders and other stakeholders in the ecosystem

UK firms form the 2nd-largest GCC Cohort in India - Unlocking Scale, Speed, and Innovation

1700+

Total Number of GCCs (FY2024)

130+

Total Number of UK GCCs (FY 2024)

1.9 Mn+

Total Installed GCC Talent (FY2024)

200K

Total Installed UK GCC Talent (FY2024)

2975+

Total Number of GCC Units (FY2024)

250+

Total Number of UK GCC Units (FY 2024)

~4.6%

CAGR of Number of India GCCs (FY2019-FY2024)

~7.6%

CAGR of Number of UK GCCs (FY2019-FY2024)

USD
64.6 Bn

India GCC Revenue (FY2024)

USD
6.5 Bn

UK GCC Revenue (FY2024)

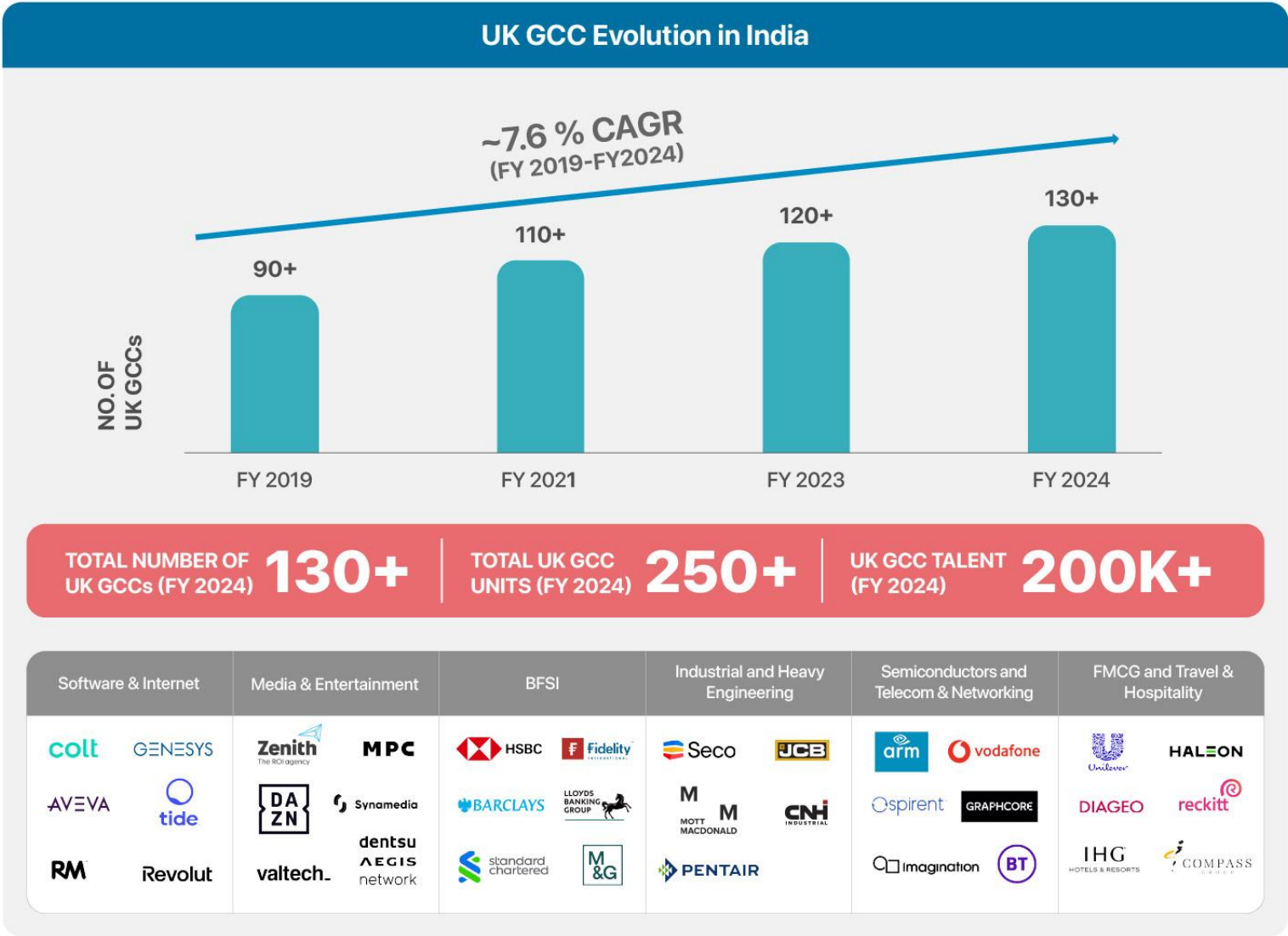


Overall India GCC Landscape



UK GCCs in India

UK GCCs have achieved critical mass across sectors and company sizes



Beyond Tech: UK GCCs are powering Media, Energy & BFSI from India

Top 5 Verticals of UK-headquartered GCCs in India

Verticals	Number of GCCs	Illustrative Logos
 Software & Internet	33+	 
 Media & Entertainment	16+	 
 BFSI	14+	 
 Industrial	10+	 
 Semiconductors	7+	 

Top 5 Emerging Verticals of UK-headquartered GCCs in India

Verticals	Number of GCCs	Illustrative Logos
 Energy & Utilities	6+	 
 Transportation, Construction & Heavy Engineering	6+	 
 Telecom & Networking	5+	 
 Automotive	4+	 
 Retail	2+	 

India's Digital Hubs are strengthening the strategic core of UK Enterprises

AVEVA



Software & Internet

AVEVA, with 43% of its R&D workforce in India, develops core source code, moving beyond quality testing, and plans to expand R&D capacity by 5% annually. Housing advanced R&D labs with 1,200+ technologists, it plays a key role in AI, Machine Learning, and Digital Twin advancements, shaping product roadmaps and collaborating with global clients.

BARCLAYS



BFSI

Barclays' GCC in India has developed an Intelligent Automation Solution to handle Payment Repairs. This involves using Robotic Process Automation (RPA) and custom-built pattern matching code to validate and correct payment instructions. The solution has significantly improved efficiency, with 10 bots now repairing around 1,250 payments per day.

AstraZeneca



Pharmaceuticals

AstraZeneca's Global Innovation and Technology Centre (GITC) drives Digital Transformation and innovation across the organization's operations. With 2,800 skilled employees, the GITC enhances Enterprise Data Products, AI, XR/VR applications, and Hyper Automation. Its contributions to Vaccine Development, Clinical Trials, and Supply Chain scalability strengthen the company's global Healthcare Solutions.

Shell



Energy & Utilities

Shell's Bangalore Technology Centre, one of three global R&D hubs, employs 1,500 experts driving innovations such as "IH2* waste-to-fuel technology," Lower-Carbon Biofuels, and Subsurface Modeling. Supporting global projects like floating LNG (Liquefied Natural Gas), it advances scalable Clean Energy Solutions while fostering interdisciplinary collaboration. The organization also leads initiatives in STEM Education, Road Safety, and Community Outreach.

BT Group



Telecom & Networking

British Telecom's GCC is spearheading Digital Transformation by decommissioning 80% of legacy systems while building 10 major platforms. With 40% of its Tech workforce based in India, the center manages crucial operations including Fiber Planning, Network Management, and Software Development, highlighting India's strategic importance in the company's global Digital Strategy.

WPP



Media & Entertainment

WPP's GCC is leading Global Creative and Technical Innovation. Its creative Tech hub has executed over 80 Metaverse Activations, focusing on AI and XR technologies. Meanwhile, the Chennai Global Engineering Centre, staffed by 200+ IT professionals, oversees platform services, Cloud Infrastructure, and Cybersecurity. Together, these centers drive the company's global Digital Transformation and creative Technology Services.

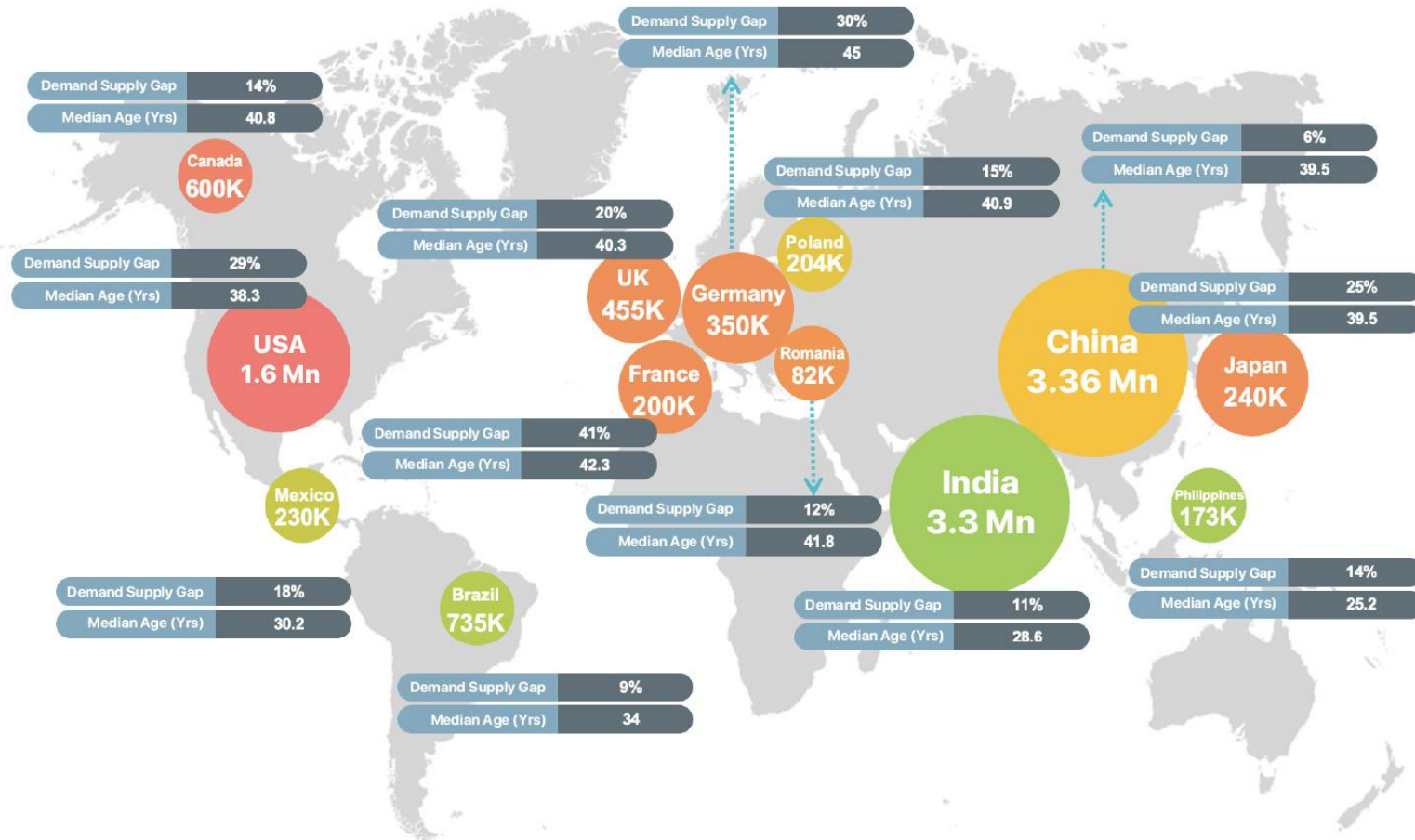
Why UK firms are doubling down on India: Talent, Cost, Business Ease, and Cultural Affinity



India's 2–5X Talent Density Advantage cements its position as the Global Tech Powerhouse



Global Software Engineering Talent



Key Insights

- India produces 500,000 to 1 Mn Engineers every year, with a large, young, and digitally-savvy population
- India's talent readiness is augmented by supportive government policies, strong academic institutions, and lower costs that position it well for digital success
- India produces the most STEM graduates globally, with 34% of tertiary students pursuing STEM degrees
- India offers a significant cost advantage in delivering high-quality digital and engineering services as compared to peer emerging markets like Brazil, Mexico, and the Philippines



GLOBAL SOFTWARE ENGINEERING TALENT*

Size of the bubble represents volume of installed talent



LOW COST TALENT

HIGH COST TALENT

UK GCCs are tapping established and emerging Indian cities to align sector needs with local strengths



UK GCC Units & Talent Distribution across India

Total Number of UK GCCs
(FY 2024): **130+**

Total UK GCC Units
(FY 2024): **250+**

UK GCC Talent (FY 2024):
200 K+

Mumbai
15% 13%

Pune
11% 18%

Bengaluru
24% 25%

NCR
21% 17%

Hyderabad
9% 7%

Chennai
11% 15%

Others*
9% 5%

GCC Units GCC Talent

Key Insights

- Bengaluru offers the most diverse UK GCC talent pool in India, across BFSI, Telecom, and Software, supported by strong partner networks and top technical talent, making it ideal for cross-industry innovation and complex operations
- Pune stands out for its large-scale UK GCC setups, especially in BFSI, where high talent density enables streamlined operations, lower costs, and strong domain depth
- Over half of all new UK GCC setups in the past two years landed in Hyderabad, marking it as the breakout city for fresh investments, early talent access, and rapid ramp-up potential
- Chennai anchors UK GCCs' Energy & Utilities operations in India, with over 50% of sector talent concentrated here, it has evolved into a niche hub for industrial-grade capabilities
- BT Group's presence in Kolkata reflects a rising UK GCC shift toward Tier-II cities, where firms are building stable, scalable hubs beyond saturated metros
- Karnataka's GCC policy is further strengthening Bengaluru's appeal, offering single-window clearances, plug-and-play infrastructure, and tailored incentives like rental subsidies and capital support

From Silos to Synergy: UK GCCs are building Integrated Hubs across ER&D, IT, and BPM

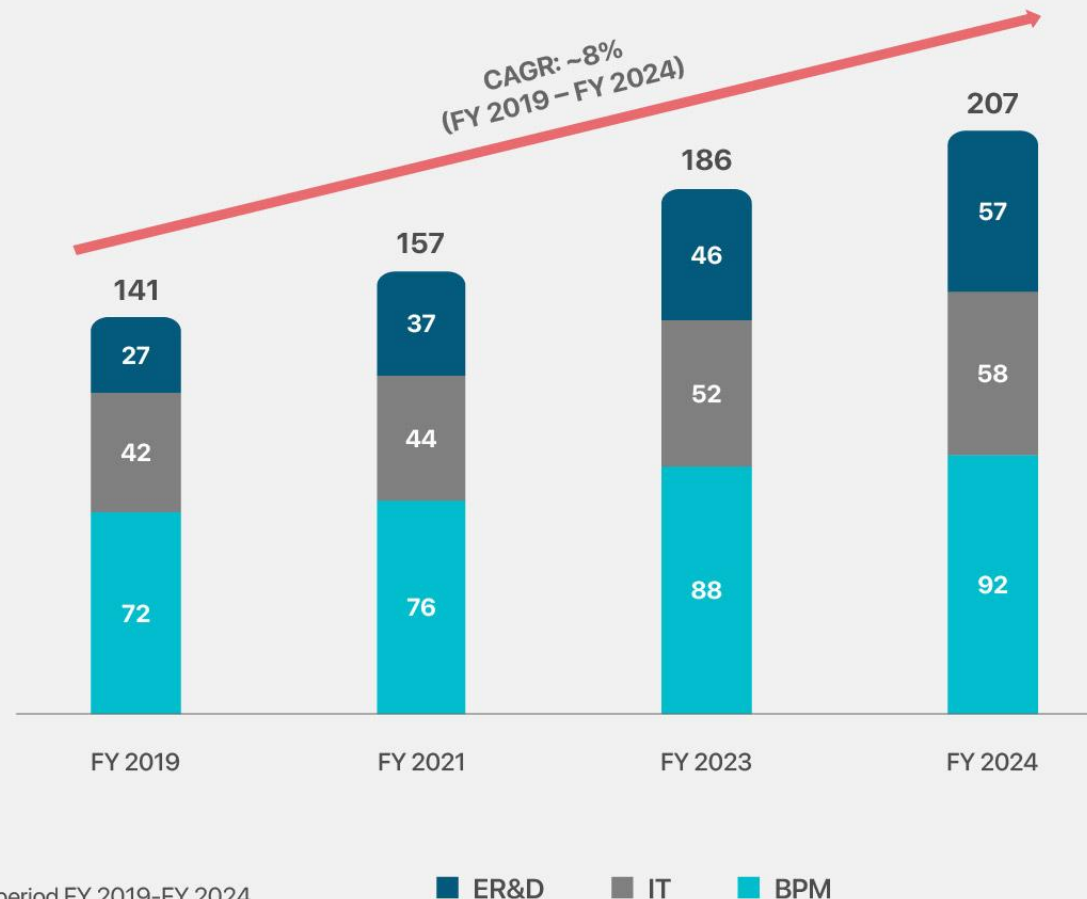


Installed UK GCC Headcount Analysis (in 000s)

Total Number of UK GCCs
(FY 2024) **130+**

Total UK GCC Units
(FY 2024) **250+**

UK GCC Talent (FY 2024)
200K+



Key Insights

- With 95% of UK GCCs investing in ER&D, it is the most adopted function, central to building IP, product innovation, and long-term value
- HSBC anchors the largest BFSI ER&D talent pool for UK GCCs while simultaneously deploying 20,000+ BPM professionals, showcasing the scale potential for financial services operations
- Pune emerges as an IT powerhouse for UK GCCs, driven by energy sector leaders like Shell, building sophisticated technology stacks
- BPM workloads spanning Finance & Accounting, Procurement, and Technical Support achieved CAGR of 5% in the past five years, while shifting toward analytics, decision support, and high-value knowledge service
- Bengaluru monopolizes UK ER&D and BPM talent concentration while Pune leads IT deployment, creating clear location advantages for function-specific optimization strategies
- India is seeing a rise in multifunctional UK GCCs, with nearly half of recent setups integrating ER&D, IT, and BPM under one roof, allowing for cross-functional synergies and efficient scaling



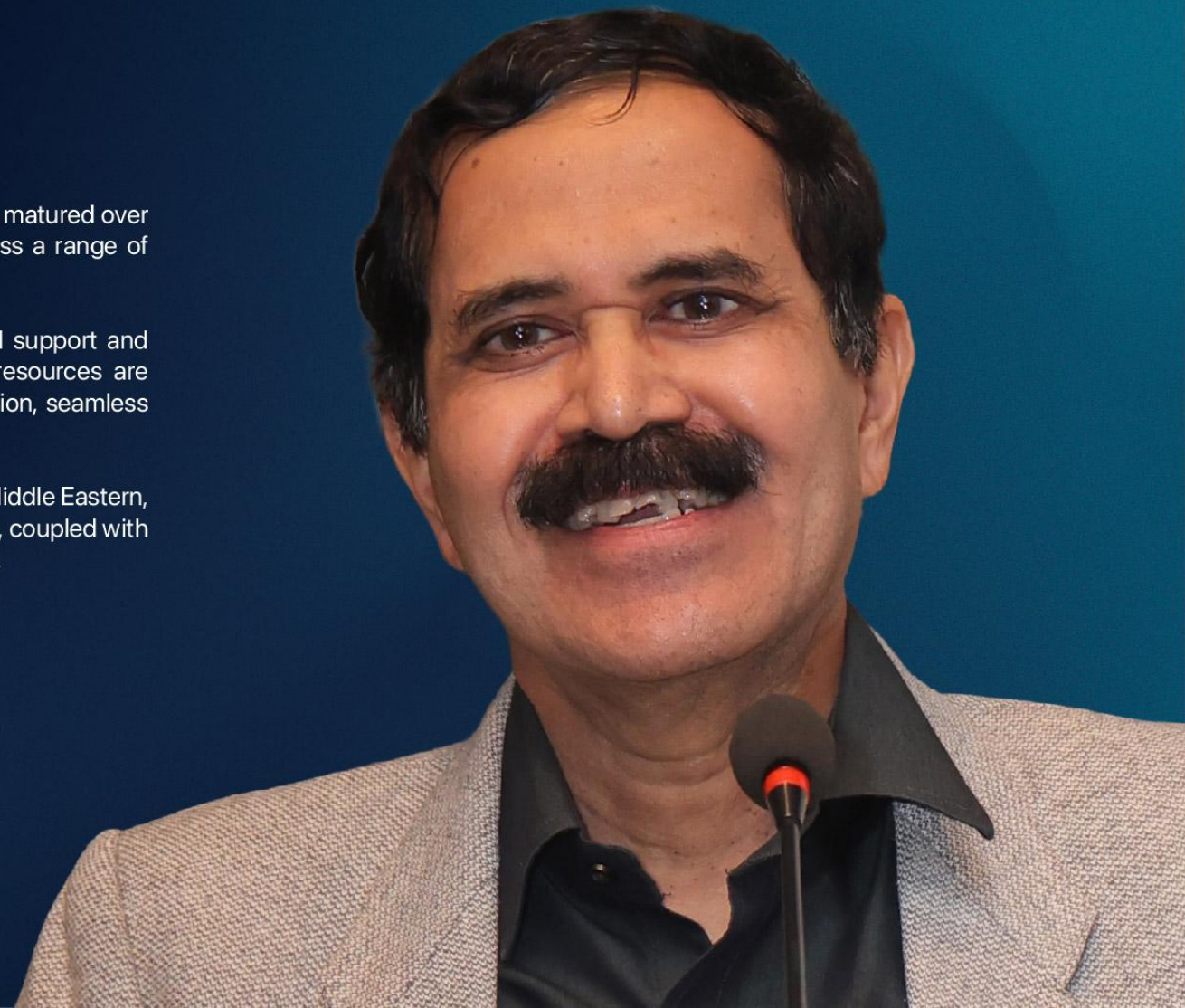
India offers a unique medley of advantages for UK organizations. The ecosystem has matured over several decades and has fostered a cost-effective and innovative talent pool across a range of disciplines.

Governments, both at the Centre and States, have consistently provided targeted support and performance-linked incentives to the GCC ecosystem. Infrastructure and other resources are readily available, policy-backed, and highly scalable which facilitates faster exploration, seamless entry, and sustained expansion, as necessary.

India's strategic geographic location, with a favourable timezone to cover European, Middle Eastern, and Asia-Pacific markets, is a distinct benefit. English being the language of business, coupled with strong cultural and operational alignment with UK, certainly makes a compelling case.

KT Rajan

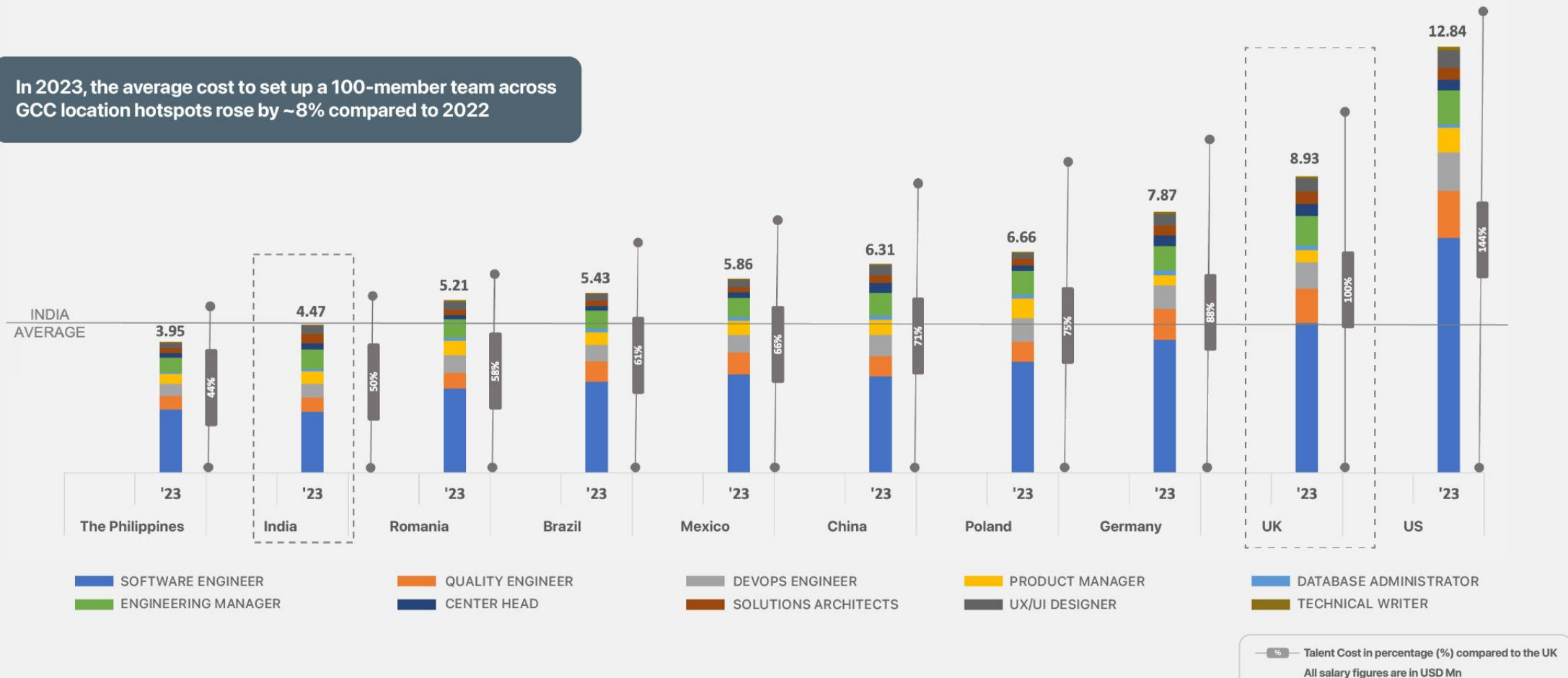
Cluster Head – Technology & Innovation Dept.
for Business & Trade UK Government



UK GCCs are unlocking Full-Stack Tech Capability in India- at half the UK cost

Cost Analysis of Setting up a 100-member Team: By Location

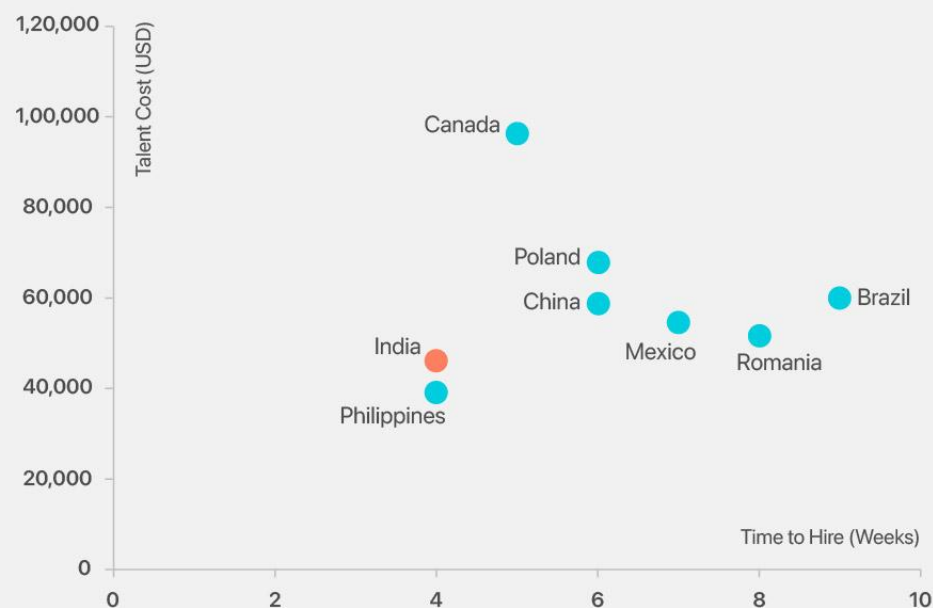
In 2023, the average cost to set up a 100-member team across GCC location hotspots rose by ~8% compared to 2022



UK firms tap India to build high-velocity AI and Software teams - Quickly, Cost-effectively, and at Scale



Software Engineer: Talent Cost Vs Time to Hire



AI/ML Engineer: Talent Cost Vs Time to Hire



Key Insights

- India, home to 16% of global AI talent and over 3 Mn Software Engineers, offers UK companies unparalleled access to the world's largest AI-ready workforce, with significantly lower hiring costs and office expenses up to 150X more economical than in London
- FutureSkills PRIME, an AI development initiative by the Ministry of Electronics & IT and nasscom, is designed as India's Technology Skilling Hub and aims to upskill 700K candidates in emerging technologies, including 36,000+ in AI deep-skilling and 47,000+ in AI foundation courses, strengthening India's AI ecosystem



India's abundant Digital Engineering talent catalyses our fast-growing economy. We are blessed to have such a young population, a stable political outlook and strong ties across India and the UK.

Companies in the UK, like many global organizations, are best-positioned to tap into India's Engineering excellence with research collaborations and setting up GCCs in India. We have hit the mainstream in operating GCCs efficiently. Building next-generation Customer Experience or architecting the best of Data Management practices, Indian GCCs are well-positioned to lead and show the way to the rest of the world.

Sirisha Voruganti
CEO & MD
Lloyds Technology Centre



India's Physical and Digital Foundations accelerate GCC Onboarding, Operations, and Expansion



Physical Infrastructure

One of the Largest Transport Networks

India **ranks #2 in roads** (6.4 Mn km), **#4 in railways** (65,000+ km), and **#5 in metro coverage**—on track to become the world's third-largest metro network

Grade-A Office Infrastructure

India absorbed **79 Mn sqft in 2024**, with **GCCs accounting for ~37%** of total leasing across major metros—Bengaluru, Hyderabad, Mumbai, Delhi-NCR. New supply reached approx **52 Mn sqft in 2024**, with Bengaluru, Hyderabad, and Pune driving ~67%

Significant Growth in Aviation Capacity

Operational **airports are set to double from 148 to 300 by 2047**, with USD 12.1 Bn planned across 15 key projects to boost regional air connectivity

Data Center Capacity

India's data centre capacity is set to grow **77% by 2027**, hitting **1.8 GW**, after crossing **1 GW in 2024** with a strong **24% CAGR** since 2019. Growth is driven by **Cloud Service Providers** (54% demand) and rising **AI workloads**

Robust Public Investment driving Momentum

The 2024–25 budget earmarks **USD 133.86 Bn for infrastructure (11.1% increase)**, supported by a **USD 1.3 Tn National Infrastructure Pipeline** already underway

Campus-scale & Green Building Potential

India has **~882 Mn sqft of office space across top 7 cities**; ~27% of the total office stock in India is over 15 years old and 23% is ~10–15 years old—ripe for retrofitting into future-ready campuses

Digital Infrastructure

India Stack

The India Stack is a collection of Digital Infrastructure designed to drive transformation into a digital economy. It integrates technologies for Digital Identity, Payments, Data Management, and Service Delivery. Recognized by the IMF and World Economic Forum, it serves as a pioneering model for global digital transformation, offering valuable lessons for other countries

Key Components of India Stack

Unified Payments Interface (UPI)

UPI, India's real-time payment system, processes 13 Bn transactions monthly, serving 350 Mn users. Reaching a transaction value of USD 230 Bn in 2024, its success has inspired global adoption like Singapore, Nepal, and Bhutan integrating UPI into their systems

AADHAR

Aadhaar, the world's largest Biometric ID System which had 1.389 Bn enrollments by 2024, facilitates over 10 Mn e-KYC transactions daily and is endorsed by the World Bank as a powerful platform for public and private service delivery

Account Aggregator (AA)

The AA framework enables secure, consent-based financial data sharing across 112 institutions, with 112.34 Mn users linked. It is often compared to the European Union's Payment Services Directive (PSD2), with both aiming to democratize financial data

Government backed policies across Indian states are driving faster GCC Setups and Scale-ups

State Policies

Karnataka GCC Policy (2024-2029)



- Karnataka provides GCC incentives, including 50% stipend and IP reimbursements, 20% skilling cost refunds, leadership training, 40% innovation lab funding, ₹1.5 Cr (USD 176.4K) for public challenges, and fast-tracked connectivity approvals
- GCCs expanding beyond Bengaluru receive incentives including 50% rental reimbursement - up to ₹2 Cr (USD 235K), R&D grants - 40% or ₹50 Cr (USD 5.8 Mn), ₹3,000 (USD 35) EPF reimbursement per employee for two years, and 25% internet expense reimbursement for three years
- Karnataka supports academic institutes with ₹10,000 (USD 117) per student funding, 50% research funding - up to ₹1 crore (USD 117K), co-working cost reimbursement for real estate, and PPP-mode GCC Immersive Hubs for industry innovation and R&D promotion

Start-up Policy for NCT of Delhi (2019)



- The Delhi Start-up Policy 2019 aims to make Delhi a leading startup hub by promoting entrepreneurship, innovation, and skill development
- It includes initiatives like incubation centers, funding support, and simplified regulations, along with incentives such as tax exemptions, subsidies, and access to infrastructure and mentorship
- A collaborative approach and monitoring framework ensure effective implementation, driving economic growth and job creation through a supportive start-up ecosystem

New IT & ITES Policy of Maharashtra State (2023)



- The Maharashtra IT Policy 2023 aims to make Maharashtra a leading IT and ITES hub
- It offers incentives like tax exemptions and power subsidies promotes IT infrastructure development, supports emerging technologies, fosters startups through the M-Hub, and enhances the AVGC sector in Mumbai and Pune
- Simplified regulations and the MAHITI Portal improve the ease of doing business
- An Empowered Committee ensures effective implementation. This policy drives growth, innovation, and employment in Maharashtra's IT sector

Telangana's Second ICT Policy (2021-2026)



- The Telangana 2nd ICT Policy 2021 aims to position Telangana as a leading IT and ICT hub by offering incentives, developing infrastructure, supporting innovation, and simplifying business processes
- It promotes IT parks, Data Centers, and Incubation Centers while enhancing workforce skills through training. An empowered committee ensures effective implementation, driving economic growth and job creation in the IT sector
- Additionally, the policy emphasizes digital inclusion and rural development to bridge the digital divide and promote balanced regional growth

Maharashtra State Export Promotion Policy (2023)



- The Maharashtra State Export Promotion Policy 2023 aims to double the state's exports to USD 150 Bn by 2027-28
- The policy focuses on developing 30 export-oriented industrial parks and leveraging public-private partnerships for infrastructure enhancement. Key incentives include stamp duty exemptions, interest subsidies, and support for MSMEs and large-scale industries
- The policy promotes exports through e-commerce, and specialized job roles, and aims to establish Maharashtra as a major player in the global value chain

Tamil Nadu Semiconductor And Advanced Electronics Policy (2024)



- The Tamil Nadu Semiconductor and Advanced Electronics Policy 2024 aims to position Tamil Nadu as an industry leader by attracting investments, nurturing talent, and fostering collaborations
- Key incentives include capital subsidies, land cost incentives, and electricity tax exemptions. The policy promotes R&D and prototyping through Centers of Excellence
- An empowered committee will oversee implementation. The goal is to generate high-skilled jobs and contribute 40% of India's electronics exports by 2030



Global Roles in GCCs provides the India centre with an advantage to anchor Enterprise Transformation and drive changes. With over 1700+ GCCs and counting, India has proven its mettle as a hub of Engineering Excellence, Innovation, Transformation and Digital Talent delivering impactful business outcomes. What sets India apart is the incredible agility and resilience of its GCCs, which have evolved from being a source of cost arbitrage to a 'Value Amplifier and Reliable Transformation Partner' for organizations now and in the future.

I strongly believe that India's robust GCC capabilities and vibrant ecosystem empower global organizations to build deep expertise, harnessing the best of technology and talent to shape the future of global industries.

Lalitha Indrakanti

CEO

Jaguar Land Rover Technology & Business Services India (JLR TBSI)

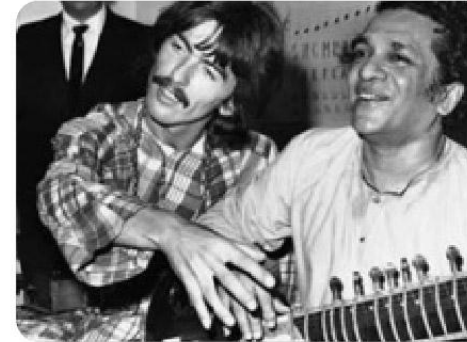


Context and Cultural Proximity make India a seamless extension of the UK's Innovation Ecosystem



SPORTS

The 2021 India–England Test series recorded the highest Test viewership in India; the English Premier League (EPL) has a massive Indian following



MUSIC

Hindustani and Carnatic music styles have influenced award-winning works of British music legends like The Beatles, The Rolling Stones, and Led Zeppelin



FESTIVALS

British festivals like Easter and Christmas are widely celebrated in India, often adapted with local customs. Both countries also share public holidays like Good Friday



RELIGION

30 Mn Christians in India and UK's USD 35 Mn investment in mosques, temples, and churches reflect mutual respect



MEDIA AND CINEMA

Films like Slumdog Millionaire and Santosh spotlight Indian culture in global British-led productions



BOOKS AND AUTHORS

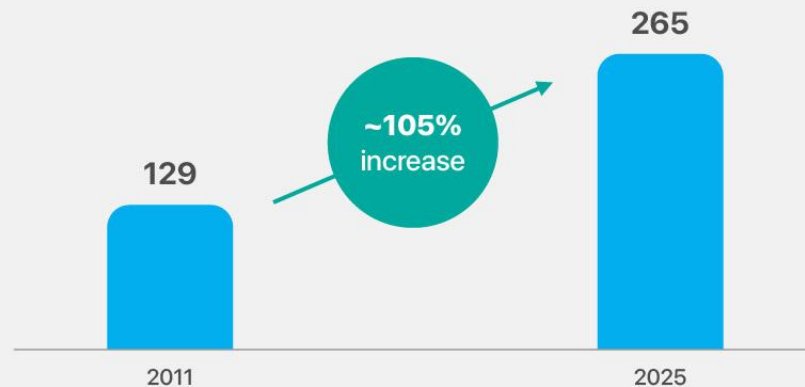
Geetanjali Shree's Tomb of Sand won the Booker; Granta and UK schools regularly feature Indian literary works

India Bridges Timezones and Communication - enabling Real-Time Collaboration and Seamless UK Operations

India's English-Speaking Powerhouse

India is home to the world's largest English-speaking talent pool, second only to the US, with an estimated 265 Mn English speakers- nearly 4x the size of the UK's English-speaking population

India's English-Speaking Population Growth in Mn (2011-2025)



Evolution and Impact of English in India

Introduced during British rule, English became embedded in India's education, trade, and governance. Indian English evolved distinctly, contributing words like "bungalow" and "karma" to global vocabulary.

Today, India's large, English-speaking talent pool powers global Tech, Finance, and Business Process Outsourcing (BPO) sectors, making it a top destination for high-quality, cost-effective services.

Maximizing Collaboration: India-UK Timezone Synergy

India and the UK have a 4–5-hour time difference, creating a significant overlap in working hours. This enables extended business operations across both countries, facilitating real-time communication and collaboration



Leveraging Time Differences for Continuous Productivity

The India-UK time zone difference enables 24/7 operations, faster task handovers, and seamless global collaboration.

It boosts productivity, supports outsourcing, and drives efficient resource use and innovation across both markets.

Leadership in Action: India-based leaders are driving Global outcomes for UK Enterprises



Pradeep Menon
MD
HSBC Technology India

India has firmly established itself as the premier destination for GCCs, offering a compelling mix of engineering excellence, innovation capacity, and deep digital talent. nasscom's recent report highlights India's GCC market growing from USD 64.6 Bn in FY24 to USD 105 Bn by 2030, driven by expertise in AI, cloud, and automation.

With a 1.9 Mn-strong GCC workforce, set to expand to 2.8 Mn, India offers the perfect blend of cutting-edge skills and a culture of innovation. It is this combination that empowers us to drive transformative global solutions from India.



Jay Doshi
MD & CIO
BT Group

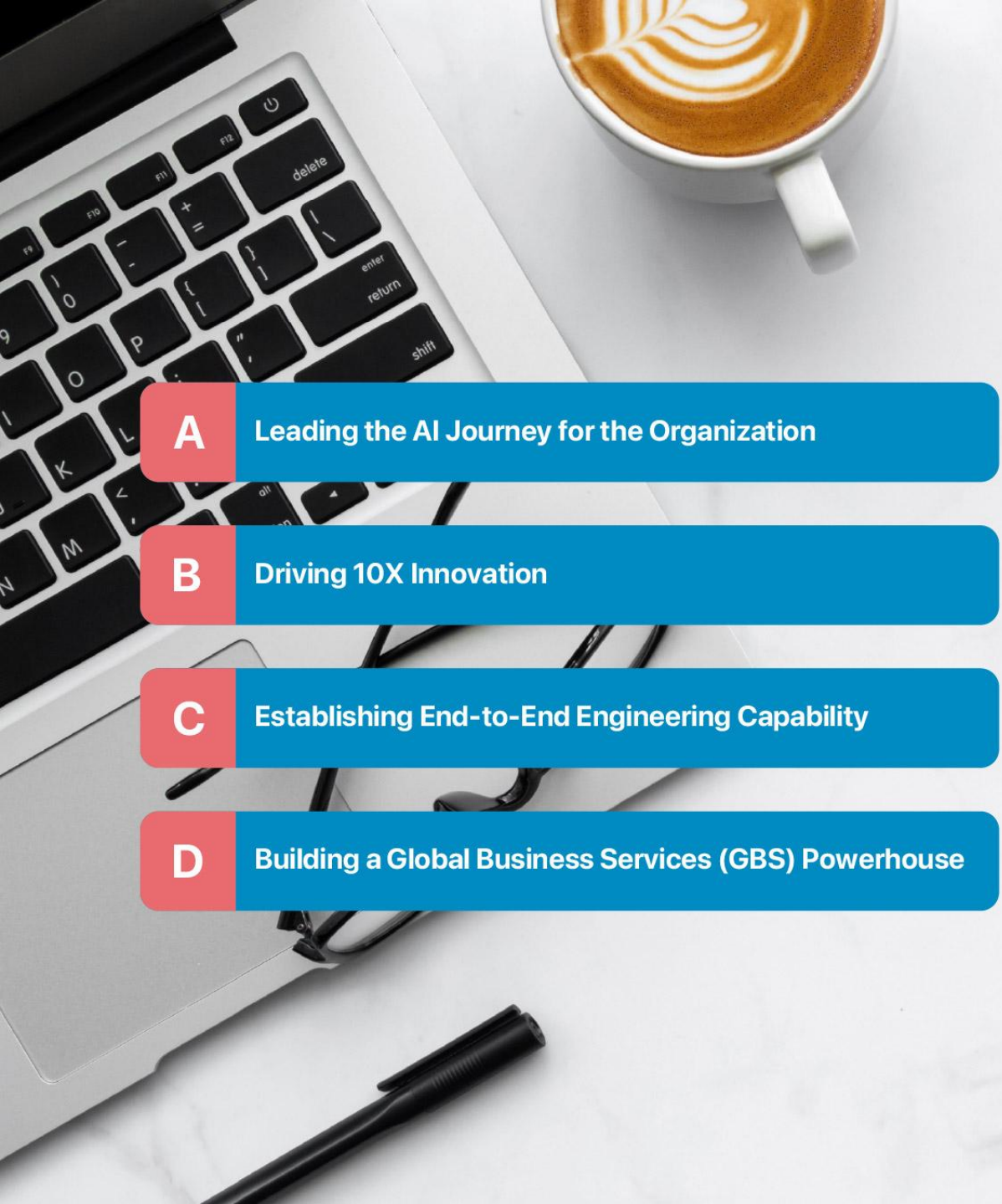
Bengaluru is known as the "Silicon Valley of the East" due to its vibrant tech ecosystem. Industry ecosystem includes major Services Providers, GCCs and Independent Software/Hardware Providers that creates numerous opportunities. Whereas, academia ecosystem supports with a large pool of talented engineers and managers who are well-equipped to drive transformational journeys and innovate.

Over the years, the needle has moved from talent going beyond the core engineering to acquiring deep domain, data and product specific expertise. This has created a surge in the start-up ecosystem and also helped large corporates to leverage these skills that can help them accelerate their transformation journey, enable them to stay competitive and expand their businesses. Cultural proximity, flexible work schedules, and ease to travel makes it attractive and productive for the talent to work with a UK/European GCC.



Sumit Mitra
CEO
Tesco Business Solutions

India is no longer about labour arbitrage. It's about intellectual arbitrage. Here at Tesco our success as the World's best GBS is a testament of deep talent pool, digital innovation, and thought leadership in India. The evolution from being a back-office hub to a strategic partner driving incremental growth, margin and cash for the business gave us a firm seat on the top table.



A Leading the AI Journey for the Organization

B Driving 10X Innovation

C Establishing End-to-End Engineering Capability

D Building a Global Business Services (GBS) Powerhouse

Key Levers of Transformation

Today, UK GCCs are harnessing India's rich talent pool, vibrant ecosystem, and strong digital capabilities to drive large-scale transformation for their organizations. They have evolved into hubs of accelerated digital evolution and innovation, delivering breakthrough solutions and operational excellence across industries.

UK GCCs are advancing their Global AI Leadership by tapping into India's AI-ready Talent and Mature Ecosystem



Building a Dominant Global AI Presence

Ranked
#1

in Digital Advancement globally - as per Dell Technologies' Digital Transformation Index II

Ranked
#1

in AI Skills Penetration - 2.75 times the global average per Stanford University's AI Index Report 2024

Ranked
#14

in Global AI Research Output - with a 1.4% share in top conference papers, as per AI accelerator and ecosystem builder 'Change Engine'

India's Robust AI Ecosystem for a Next-Gen Future



Booming Talent and Start-up Ecosystem

~200K+ AI/ML Talent in India

AI and Big Data/Analytics talent in India costs 0.5-0.6X of the talent cost in London

330+ AI start-ups in India newly funded (2013-2023)

100+ Generative AI start-ups in India

1350 Number of Generative AI-related patent families growing at 56% annually



Private and Public Investment

AI-Start-up Funding in India (in Mn USD)



Government Initiatives

- The India AI Mission, approved in March 2024 with a USD 1.27 Bn budget, aims to advance AI capabilities through 10,000+ GPUs*, innovation centers, a datasets platform, AI education expansion, and start-up financing, driving socio-economic transformation and responsible AI development
- India's National AI Strategy, launched in 2018, focuses on AI for inclusive growth, targeting Healthcare, Agriculture, and Education. It estimates AI could add USD 957 Bn to India's GDP by 2035, prioritizing innovation, ethical AI, and skill-building

AI in Action: UK firms are powering Global Innovation from their India Hubs



Case Study



Driving Digital Banking Excellence through AI-Powered Innovation

WCAO – Instant Global Account Opening

- Led end-to-end development of WCAO, enabling immediate access for new bank customers
- Modernized legacy workflows using orchestration and DevSecOps to avoid full system overhaul

SIRE – AI-led Reconciliation Engine

- Uses ML to detect mismatches, auto-correct errors, and flag fraud in inward remittances
- Accelerates reconciliation by leveraging historic data and classification algorithms

Rocket Launcher – Secure Dev at Speed

- Reduced testing time from 4 weeks to 15 mins; remediation time cut from 3 days to 15 mins
- Delivered USD 5 Mn+ in production cost savings by giving developers direct access to security tools

Strategic Scale & Global Role

- 35,000+ strong GCC with presence in 6 cities: Pune, Hyderabad, Bengaluru, Mumbai, Kolkata, New Delhi
- Supports digital innovation across 62 countries; established in India in 2002



Elevating Marketing from Cost Center to Growth Driver

Marketing COE – Strategic Shift from Outsourcing

- Built an in-house unit from scratch, delivering across 23 marketing streams globally
- Drove USD 6.89 Mn in savings and enabled 12 global products for 65 countries

Data-Led Decisioning and Campaigns

- Unified tools like Datorama and Marketo improved speed, accuracy, and campaign ROI
- AI-based 'Buying Propensity Model' influenced USD 17.5 Mn+ in deal wins across 25 accounts

Sales Enablement and Customer Insights

- Internal design and research teams slashed external agency costs by USD 1.5 Mn
- Supported USD 184 Mn in revenue with targeted content, segmentation, and competitor analysis

Expansive India Footprint

- 8,000+ headcount across 7 major cities, including Gurugram, Bengaluru, and Chennai
- Supports USD 10 Bn in BT topline annually with cloud, cybersecurity, and AI capabilities



Retail Reinvented with Smart Stores and Instant Delivery

AI-Powered Checkout – Magic Tills

- Enables walk-through shopping with computer vision and IOT-triggered automatic payments
- Reduced store staffing and boosted operational efficiency with real-time behavioral analytics

Whoosh – Rapid, Routed, Reliable

- 60-min home delivery driven by ML for demand forecasting, routing, and live tracking
- Covers 55% of UK households and powers a 30% jump in satisfaction for Express stores

Smart Warehousing with Robotics + IOT

- AI-enabled fulfillment centers optimize labor, reduce errors, and minimize space usage
- IOT sensors monitor conditions, track assets, and enable predictive maintenance

India Hub as Innovation Engine

- 4,000+ team in Bengaluru; core to Tesco's digital transformation
- Automated food surplus programs support 7K+ charities, delivering 2 Mn+ meals/month

NatWest Digital Services India is transforming legacy banking through its AI-powered Operations and Analytics Suite WALL E



Overview



NatWest Group serves 19 Mn customers across UK and Ireland with banking, investment, and insurance services. It operates a variety of banking brands, offering Personal and Business Banking, Private Banking, Investment Banking, Insurance, and Corporate Finance Services.

NatWest Digital Services India provides technology, shared services, and operations support driving innovation and operational transformation for the group.



Industry: BFSI



India GCC headcount: 15,000+



Global Year of Inception: 1968



Year of Inception in India: 2001



India GCC Locations: New Delhi, Gurugram, Mumbai, Chennai, Bengaluru

Problem Statement/Challenge

The bank's 300-year legacy caused friction between outdated technology and modern customer expectations. The bank faced critical operational challenges, such as:

- NatWest needed to resolve 18,000 colleague queries annually and aimed to reduce these by 50%
- Traditional methods, such as increasing staff, failed to improve customer service and often worsened the situation
- Managing and processing large amounts of structured (5 Mn records daily), semi-structured (30 GB), and unstructured data (5,000 items such as emails and scanned files) was a significant challenge
- The bank had to integrate telemetry and business events from over 20 critical post-trade applications, adding complexity

Solution: WALL E Platform: NavigateOps

NatWest's WALL E platform revolutionized its operations by leveraging AI to pinpoint bottlenecks, automate processes, and streamline post-trade operations. It utilized a combination of NLP, Computer Vision, AIOps, and Generative AI to process large datasets and deliver advanced solutions. This AI-powered tool optimizes operations by integrating 20+ critical applications, identifying inefficiencies, and enabling data-driven decision-making.

Advanced AI and Machine Learning

- **Multi-Model AI Framework:** WALL E applies Neural Networks, Random Forests, and LLMs for root cause analysis, anomaly detection, and issue clustering, eliminating operational bottlenecks
- **Generative AI for Complex Negotiations:** The platform automates negotiations using Generative AI, resolving confirmation breaks and minimizing manual effort, ensuring streamlined processes

Real-Time Data Processing and Telemetry

- **Telemetry Integration:** It processes 1 TB of telemetry data daily, correlating logs and formats to deliver real-time operational insights and detect inefficiencies across over 20 applications
- **NLP and OCR for Unstructured Data:** The system leverages NLP to summarize large datasets and OCR to extract actionable insights, efficiently processing 5,000 items daily with enhanced precision and speed

Advanced Analytics & Decision Support

- Facilitates comprehensive root cause analysis and anomaly detection through integrated AI models, enabling predictive maintenance and proactive issue resolution across post-trade applications
- Employs sophisticated event correlation and workload distribution algorithms, supporting process mining and pattern prediction for optimized resource allocation

Overall Key Impact/Outcome

- 50% reduction in operational issues, resulting in savings of ₹5 crores annually
- 30% reduction in operational effort with auto-suggested reconciliation matches
- 65% decrease in mean time to recovery, significantly improving issue resolution efficiency
- 83% reduction in service query resolution time, streamlining customer experience
- 99% accuracy in regulatory reporting, placing NatWest among the top 3 banks in DTCC inter-ranking



India's strength in GCCs, blending cutting-edge Engineering with digital innovation, is vital for UK organizations. Karnataka's esteemed universities foster exceptional talent, and Bengaluru, known as the Silicon Valley of the South, has transformed into a global hub for Innovation and Engineering Excellence.

For LSEG (London Stock Exchange Group), Bengaluru is home to one of the Group's largest Engineering and Operational centers. Harnessing the region's Engineering expertise, our specialised, multi-disciplinary teams deliver end-to-end capabilities. They showcase India's distinctive strengths in collaboration and innovation, empowering companies like LSEG to drive impactful solutions, deliver best-in-class products and shape the future of global organizations.

Shriram Chelvaroyan

Technology Site Leader & Head of Service Excellence
LSEG Bengaluru



UK GCCs are driving 10X Innovation leveraging India's vibrant Start-up Ecosystem - anchored in AI and DeepTech



OPEN INNOVATION – Start-up Collaborations

15%

of all UK-headquartered GCCs have open innovation programs through strategic start-up partnerships, where enterprises share resources and expertise to advance both innovation and digital transformation

GSK and PadUp Ventures launched the "Hello Tomorrow BootUp" program for Healthcare Start-ups

Barclays launched its first Accelerator in India in 2016, fostering Fintech innovation by connecting 10 Start-ups

INTERNAL INNOVATION

25%

of all UK-headquartered GCCs integrate internal innovation through specialized initiatives and cross-functional collaboration

OPEN INNOVATION – Academia Partnerships

45%

of all UK-headquartered GCCs in India leverage industry-academia partnerships to drive innovation



Tesco partners with IISc for data science fellowship, enhancing retail.



Unilever, inStem, NCBS collaborate to boost COVID-19 defenses

M&A AND INVESTMENTS

110+

Prominent UK-based investors, including Unilever Ventures and BP Ventures, actively participated in funding rounds for start-ups between 2020 and 2023

Top Identified Reasons for Acquisition

24% Product Portfolio Expansion

36% Building Tech Capabilities

58% Market Expansion

40+
Unique Innovation
Programs by UK
GCCs in India

India powers core Product and Engineering functions for UK GCCs - driving Innovation and Global Delivery



CORE ENGINEERING AND LEADERSHIP WORK EVOLUTION

FY2024



Engineering Talent

Share of Global Engineering talent based in India for UK GCCs

25%



Architects

Share of Global Architect talent based in India for UK GCCs

23%



Product Management

Share of Global Product Management talent based in India for UK GCCs

13%



Global Roles

Growth in number of Average Global Roles per UK GCC in India

0.5

2019

CAGR: ~19%

1.2

2024

Key Insights

- Many UK-headquartered GCCs in India house some of the largest Engineering teams outside their HQ and have become important hubs for global enterprises
- Next-generation platforms, products, and technologies are being developed from India GCCs in industries like BFSI, Energy & Utilities and Retail
- Product Management teams are increasingly being set up by Software & Internet companies as well as UK organizations to drive innovation and deliver cutting-edge solutions
- UK GCCs fare better than the overall India GCC ecosystem in terms of average number of Architects and Product Managers per GCC
- Barclays Global Service Centre (BGSC) team in India developed Axis, an agile DevOps platform for wholesale credit risk calculations, delivering bi-weekly releases with automated testing

Future-Ready Tech Stacks in India are powering UK GCCs' Digital momentum



DIGITAL TECHNOLOGY PENETRATION ACROSS GCCs

FY2024



AI/ML and Data Science

34%



Cloud Computing

43%



Cybersecurity

58%



Blockchain

25%

Key Insights

- Mature UK GCCs in Portfolio and Transformation Hubs are focusing on Full-stack Development, AI, and IOT, building deep expertise and driving high-value work from India
- UK GCCs are adopting Blockchain and Web 3.0 for fraud detection, enhanced security, and immersive experiences
- UK BFSI GCCs have shifted from back-office support to leading in Data Analytics, Algorithmic Trading, and Quantitative Financial Engineering
- Legacy UK GCCs are leveraging India's Cybersecurity talent for advanced threat prevention, while newer GCCs are focusing on global and emerging market solutions
- BT's Cybersecurity Operations Centre in Gurugram, with 350 specialists, is key to the telecom giants' global operations. Since 1987, BT's India operations have expanded to support Network Engineering, Data Analytics, and more

India's 90K+ GBS Talent is powering Global Ops for UK Firms - from Engineering to Enterprise



130+

UK GCCs present in India

90+

UK GCCs with Functional Shared Services Model

10+

UK GCCs with Mature Shared Services Model / GBS* Construct

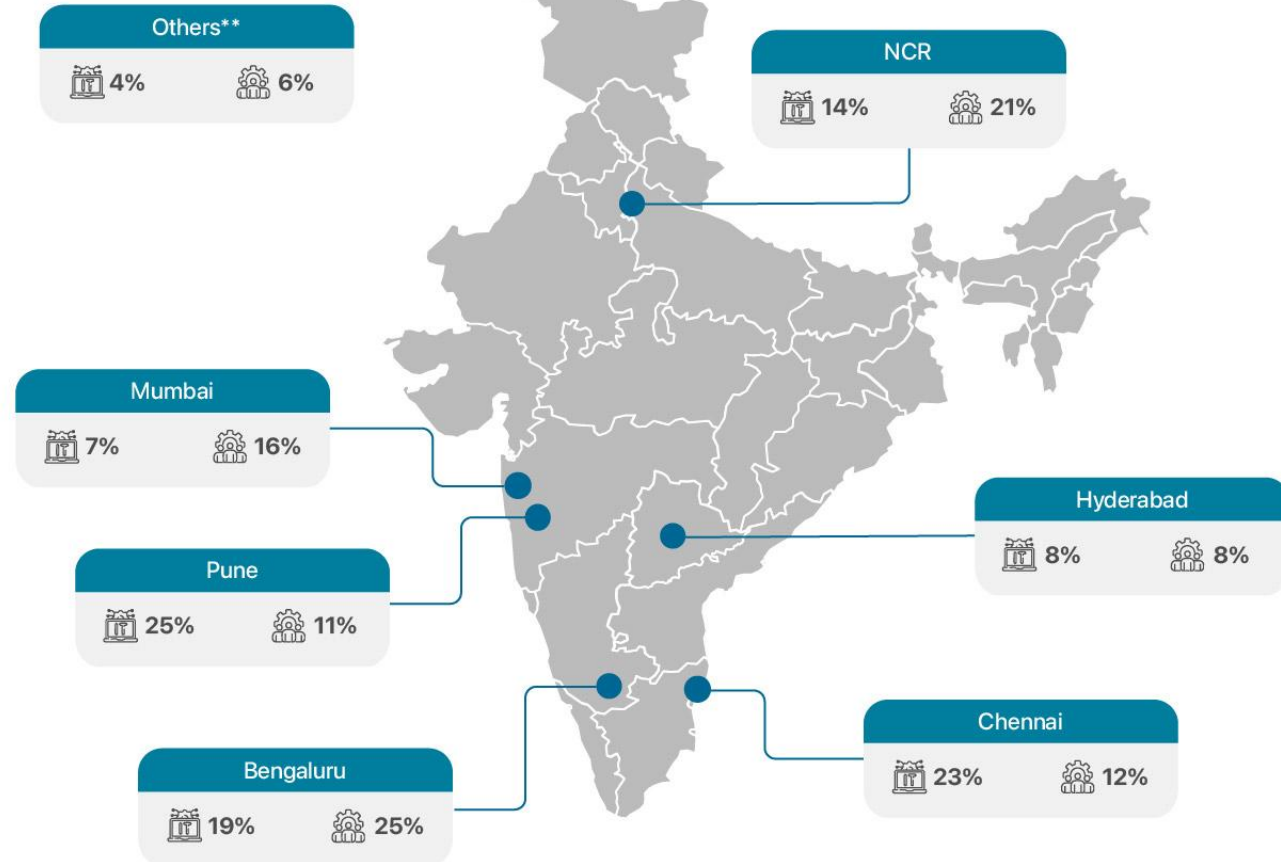
90K+

Installed Talent across Functional Shared Services Model for UK GCCs

*GBS is a unique construct in which multiple Shared Services functions are co-located in the same entity with the aim of delivering high value outcomes for the parent organization. The GBS extensively leverages Data, Automation, and Technology as key enablers to deliver high value for their global counterparts.

Source: Zinnov Research and Analysis

Distribution of Functional Shared Services Installed Talent for IT and BPM across India



**Others include all the Tier-II and Tier-III cities in India

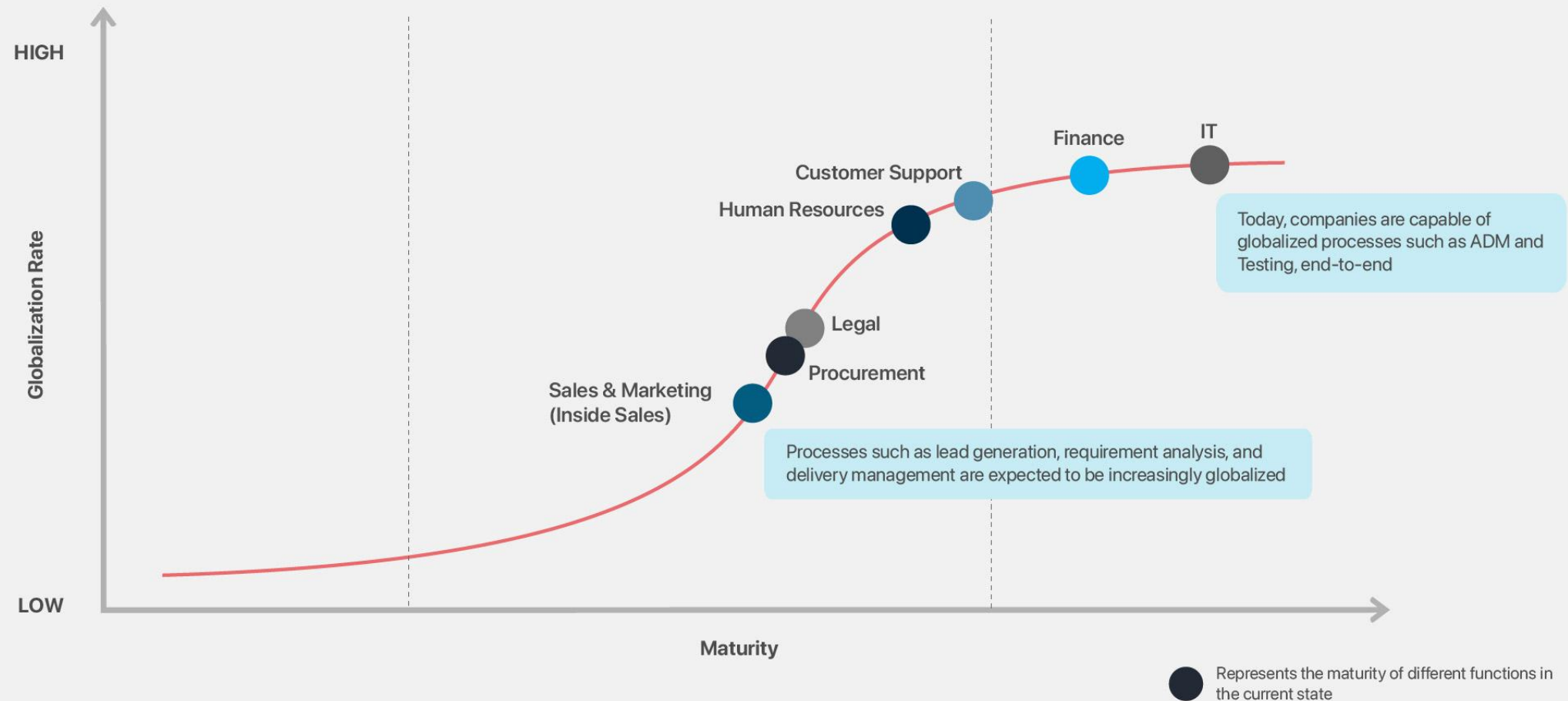
IT Talent

BPM Talent

GBS helps UK firms step up the Value Chain through end-to-end ownership of Global Operations



Maturity of Different Functions across the Indian GCC Ecosystem



Barclays Global Service Centre (BGSC) India has become a central hub for Barclays, supporting the bank's operations by integrating Advanced AI and Digital Solutions



Overview



Barclays Global Service Centre (BGSC) India serves as a vital operational hub for Barclays, seamlessly integrating with the bank's global operations and business functions. Recognized for its inclusive workplace, BGSC India was featured in the top 10 'Best Companies for Women in India 2018' by Working Mother Media and AVTAR.



Industry: BFSI



India GCC headcount: 26K+



Global Year of Inception: 1690



Year of Inception in India: 2007



India GCC Locations: Pune, Noida, Mumbai, Chennai

Barclays Assistant Initiative

Overview

Barclays implemented an AI-powered virtual assistant to enhance Customer Support, ensuring 24/7 service, improving efficiency, and allowing staff to focus on complex

Challenge

- The bank faced significant operational **inefficiencies in Customer Service Delivery**, with staff overwhelmed by repetitive queries across multiple channels. The manual response system struggled to handle **increasing chat volumes, leading to inconsistent service quality** and longer response times.
- Post-COVID service demands introduced new complexities, particularly around financial hardship and digital banking support. Combined with the rising cost of living crisis, customers **required more personalized, empathetic attention**, stretching existing support resources beyond capacity.
- Managing service quality across different time zones posed a substantial challenge, as traditional staffing models could not efficiently address 24/7 customer needs.

Solution

- Barclays deployed an AI-powered virtual assistant, **developed collaboratively by five global teams** across four time zones. The initiative showcased Barclays India GCC's capability to lead complex, enterprise-scale digital transformation projects.
- The solution integrates **advanced chatbot technology with Facebook Messenger**, creating a hybrid system combining AI Automation with human expertise. Complex queries are intelligently routed to specialized teams while routine questions receive instant automated responses.
- The system features proactive support capabilities, representing a **shift from reactive to anticipatory customer service**. It actively identifies customers potentially facing financial difficulties and initiates supportive outreach, enhancing the bank's ability to provide timely assistance.

Transforming Customer Experience Through Smart Marketing Technology

Overview

Barclays launched a **Marketing Technology transformation program** to enhance digital customer engagement. The initiative unifies customer interactions across platforms, ensuring compliance while demonstrating the bank's commitment to data-driven marketing innovation and improved customer experience.

Challenge

- In the digital banking era, Barclays **struggled to maintain consistent customer engagement** across multiple external platforms, limiting their ability to deliver personalized experiences in an increasingly fragmented digital landscape.
- The bank's marketing infrastructure **lacked unified tracking and control capabilities** across external channels, resulting in inefficient content management and compromised customer experience outcomes.

Solution

- Barclays launched '**External Media Targeting**' using Salesforce DMP and Google DoubleClick Manager, unifying customer data for targeted advertising while **maintaining GDPR compliance**.
- The Ad display framework integrates DMP, Google DBM, and Ad Network to deliver personalized content and track comprehensive metrics for campaign optimization.
- This platform enables enriched targeting through **data integration and unified management**, ensuring relevant content delivery while maintaining compliance and efficiency.



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Addendum

This report has been developed by **Zinnov** through a comprehensive study to understand the UK GCC Landscape in India.

This report analyzes the following:

- India’s potential as a global GCC hub that is consistently attractive for MNCs from the UK.
- The current scenario and emerging trends that define the UK GCC ecosystem in India.
- The role played by enablers such as academia, start-ups, government policies, and Service Providers in strengthening the ecosystem.



LIST OF DEFINITIONS (1/3)

Acronym	Expansion
BPM	Business Process Management (BPM) is a discipline that uses various methods to discover, model, analyze, measure, improve, and optimize business processes. A business process coordinates the behavior of people, systems, information, and things to produce business outcomes in support of a business strategy. It consists of HR Offshoring, Finance & Accounting Process, Procurement and Logistics, Marketing & Operations, Technical Support, and Knowledge-based Services.
CAGR	Compound Annual Growth Rate, or CAGR, is the mean annual growth rate over a specified period of time, longer than one year.
COE	A Center of Excellence (COE) is a specialized team within an organization that focuses on developing expertise in a specific field. It is dedicated to a specific field of technology, business or government, and aims to improve best practices, drive innovation, and facilitate collaboration within the organization. A COE is usually composed of subject matter experts and professionals who possess a comprehensive understanding of the domain.
Digital Talent	Digital Talent includes skills in technologies such as AI/ML, Big Data Analytics, IOT, Cloud Computing, Web & Mobile Development, Cybersecurity, RPA, Blockchain, AR/VR, 3D Printing, etc.
Engineering Services	Engineering Services include any activity that covers development, augmentation or optimization of products/services of an organization. Further, it comprises of any support activities related to manufacturing, engineering, project engineering, MRO, regulatory services, etc. It also consists of Software Product Development, Embedded Services, and Mechanical Engineering Services.
FDI	Foreign Direct Investment (FDI) refers to an investment made by a person or entity in one country into business interests in another, typically involving a lasting interest in a company, such as acquiring a significant ownership stake or establishing operations like subsidiaries or joint ventures. In our analysis, we have taken outward investments made (FDI outflow) for FY2023-24.
Fortune 500	The Fortune Global 500, also known as Global 500, is an annual ranking of the top 500 corporations worldwide as measured by revenue.
G20	The G20 is an international forum comprising 19 countries and the European Union, representing the world's major economies.
GDP	Gross Domestic Product (GDP) at current prices, in USD Bn, measures the total value of goods and services produced using prevailing prices. In our analysis, it reflects the nominal economic output for FY2023-2024.

LIST OF DEFINITIONS (2/3)

Acronym	Expansion
GDP Growth Rate (%)	GDP Growth Rate (%) measures the inflation-adjusted change in a country's economic output over a specific period. In our analysis, it represents the growth rate for FY2023-2024.
Global Business Services (GBS)	Global Business Services is a unique construct in which multiple Shared Services functions are co-located in the same entity with the aim of delivering high value outcomes for the parent organizations. The GBS extensively leverages data, automation, and technology as key enablers to deliver high value for their global counterparts.
Global Capability Center (GCC)	GCCs are the captive units that include MNC (headquartered outside India)-owned units undertaking work for the parent's global operations
Global Roles	Global Roles are the job roles within the organization that have a global or international scope rather than being restricted to a specific region or country. Global Roles involve working with teams and stakeholders from various parts of the world, where these team(s) report into the global leader who is based out of India.
IT	IT Services refer to the application of business and technical expertise to enable organizations in the creation, management, and optimization of, or access to, information and business processes. It consists of Application Development and Maintenance, IT Consulting, System Integration Services, and Infrastructure Management Services.
Market Size	Market Size in GCCs refers to the profitability generated by all the GCC centers, which is calculated on the basis of resource utilization (productivity), their billing rate, and working hours invested by the resources on an annual basis.
Median Age (Yrs)	Median Age (Years) is the middle value in a population's age distribution, providing insight into the age structure of a country or region and helping to understand demographic trends such as aging populations or youth concentration.
Operations	The role involves planning, organizing, and overseeing business practices that enhance operational efficiency, and assuring that company processes are driving value with its operations. The role also includes preparing and supervising the practices that turn resources such as labor, equipment, and raw materials into goods and services, etc.
Outpost	It is a GCC set up for a limited, specific responsibility or as a result of small acquisitions, and has engineering accountability limited to a few products.

LIST OF DEFINITIONS (3/3)

Acronym	Expansion
Portfolio Hub	These GCCs are accountable for end-to-end ownership of Processes and Portfolios from India. The Portfolio Hub is responsible for the design and development of applications or products. In India, such hubs may also have an ownership of horizontal competencies, end-to-end.
Project Finance Deals	Project Finance Deals involve funding large-scale projects based on the expected future cash flows of the project rather than the sponsors' balance sheets. More such deals in a country often indicate increased investment in infrastructure, economic development, and job creation.
Shared Services	Shared Services is the consolidation of business operations that are used by multiple parts of the same organization. It is cost-efficient as back-office operations used by multiple divisions of the same company are centralized, eliminating redundancy.
STEM	STEM refers to the collective disciplines of Science, Technology, Engineering, and Mathematics, which are essential for fostering innovation, driving economic growth, and developing a highly skilled workforce
Tier-I	Tier-I includes cities such as NCR, Mumbai, Pune, Bengaluru, Chennai, Hyderabad.
Tier-II and Tier-III	A Tier-II GCC Location is any city with fewer than 100 GCC units or a total installed GCC talent below 100K. Examples include Ahmedabad, Vadodara, Thiruvananthapuram, Chandigarh, Jaipur, Combatore, Kochi, Nagpur, Mysuru, Mangalore, Madurai, Kanpur, Indore, Visakhapatnam, and Goa.
UDAN	The UDAN (Ude Desh ka Aam Naagrik) scheme is an initiative by the Government of India aimed at improving regional air connectivity.

LIST OF ABBREVIATIONS (1/5)

Acronym	Expansion
ADAS	Advanced Driver Assistance Systems
AECG	Adaptive and Embedded Computing Group
AI	Artificial Intelligence
AI/ML	Artificial Intelligence/Machine Learning
APAC	Asia Pacific
API	Application Programmable Interface
AR	Augmented Reality
Arch.	Architecture
ASIC	Application-Specific Integrated Circuit
Bn	Billion
BAU	Business-as-usual
BFS	Banking and Financial Services
BFSI	Banking, Financial Services, & Insurance
BP	British Petroleum

Acronym	Expansion
BPM	Business Process Management
BPO	Business Process Outsourcing
BST	British Summer Time
BT	British Telecom
CAGR	Compound Annual Growth Rate
CBSE	Central Board of Secondary Education
CCTV	Closed-circuit television
CGI	Computer Generated Imagery
CI/CD	Continuous Integration/Continuous Delivery
CIO	Chief Information Officer
COE	Center of Excellence
CX	Customer Experience
DBM	DoubleClick Bid Manager
DevOps	Development and Operations

LIST OF ABBREVIATIONS (2/5)

Acronym	Expansion
DMP	Data Management Platform
DT	Digital Transformation
DTCC	Depository Trust & Clearing Corporation
EFD	Economic and Financial Dialogue
EMEA	Europe, the Middle East, and Africa
ER&D	Engineering, Research & Development
ETP	Enhanced Trade Partnership
FSA	Flexible Spending Account
FTA	Free Trade Agreement
FTE	Full-time employee
FY	Financial Year
GAAP	Generally Accepted Accounting Principles
GAP	GCC Accelerator Platform
GBS	Global Business Services

Acronym	Expansion
GCC	Global Capability Center
GCSEs	General Certificate of Secondary Education
GDP	Gross Domestic Product
GDPR	General Data Protection Regulation
GDS	Global Distribution System
GIP	Global Innovation Partnership
GMT	Greenwich Mean Time
GPT	Generative Pre-trained Transformer
GPU	Graphics Processing Unit
GST	Goods & Services Tax
GTM	Go-to-Market
GW	Gigawatt
HQ	Headquarters
HR	Human Resources

LIST OF ABBREVIATIONS (3/5)

Acronym	Expansion
HVAC	Heating, Ventilation, and Air Conditioning
IA	Intelligent Automation
ICSE	Indian Certificate of Secondary Education
ICT	Information and Communications Technology
IIT	Indian Institute of Technology
IMF	International Monetary Fund
IOT	Internet of Things
IP	Internet Protocol
IT	Information Technology
ITeS	Information Technology-enabled Services
ITOM/ITSM	IT Operations Management/ IT Service Management
JETCO	Joint Economic Trade Committee
KM	Kilometres
KYC	Know Your Customer

Acronym	Expansion
L&D	Learning & Development
LATAM	Latin America
LLM	Large language model
LNG	Liquefied natural gas
M&A	Mergers & Acquisitions
MD	Managing Director
MENA	The Middle East and North Africa
Mgt.	Management
ML	Machine Learning
MMP	Migration and Mobility Partnership
Mn	Million
MNC	Multinational Corporation
MR	Mixed Reality
MSME	Micro Small & Medium Enterprises

LIST OF ABBREVIATIONS (4/5)

Acronym	Expansion
NCR	National Capital Region
NFT	Non-fungible Token
NGO	Non-Government Organizations
NLG	Natural Language Generation
NLP	Natural Language Processing
O2C	Order to Cash
OCR	Optical Character Recognition
OEM	Original Equipment Manufacturer
OI	Open Innovation
OS	Operating Systems
P&L	Profit & Loss
P2P	Peer-to-Peer
PaaS	Platform-as-a-Service
PDA	Personal Digital Assistant

Acronym	Expansion
PMO	Project Management Office
PwD	People with Disabilities
QA	Quality Assurance
QA/QE	Quality Assurance/Quality Engineering
R&D	Research & Development
RBI	Reserve Bank of India
RF	Radio Frequency
ROI	Return on Investment
RPA	Robotic Process Automation
S&T	Science & Technology
SaaS	Software-as-a-Service
SDG	Sustainable Development Goals
SMB	Small and Medium-sized Business
SOP	Standard Operating Procedure

LIST OF ABBREVIATIONS (5/5)

Acronym	Expansion
SOX	System of Experience
SPD	Software Product Development
STEM	Science, Technology, Engineering, & Math
SVP	Senior Vice President
SW Arch	Software Architecture
SWP	Strategic Workforce Planning
TCS	Tata Consultancy Services
TSI	Technology Security Initiative
UI/UX	User Interface/User Experience
UK	United Kingdom
UKIERI	The UK-India Education and Research Initiative
UKRI	UK Research and Innovation
USA	Unites States of America
VP	Vice President

Acronym	Expansion
VR	Virtual Reality
WFH	Work from Home
XR	Extended Reality
XR/VR	Extended Reality/Virtual Reality



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