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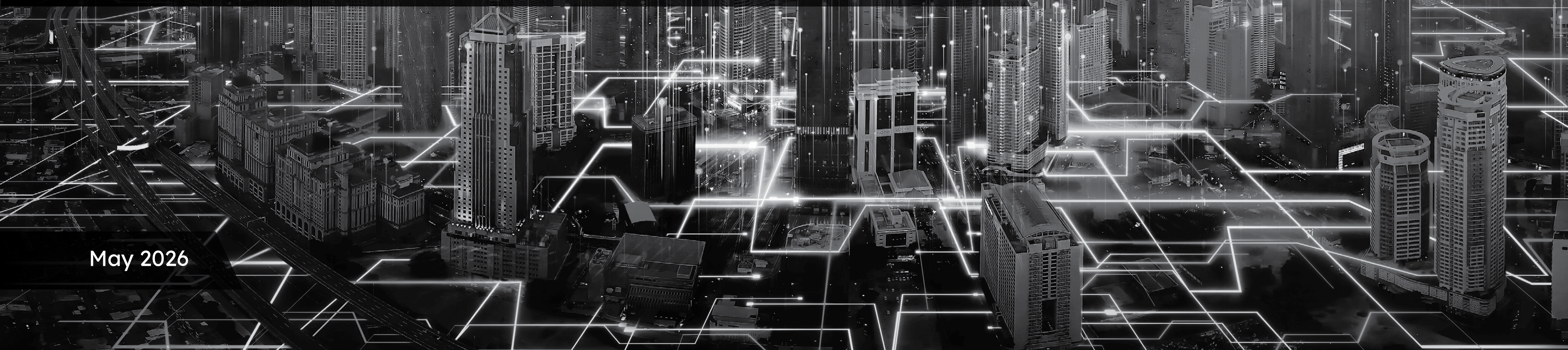

THE GCC VALUE ORBIT

From Delivery Engine to Enterprise Nerve Centre

May 2026

Foreword

India's Global Capability Centers (GCCs) expansion journey continues at a rapid pace, with over 500 new GCCs and 1,000+ units established in the past 5 years. However, the journey has now reached a definitive inflection point: what began as a pursuit of cost arbitrage and operational support has evolved into a sophisticated orchestration engine, with Indian GCCs increasingly positioned as primary architects of enterprise strategy.

In FY26, the narrative extends beyond scale to innovation and value creation. This year's study highlights how GCCs are leveraging AI to move past task automation towards intelligent, self-optimising business processes. In doing so, they are redefining their value proposition and transforming from execution to ownership hubs.

Powered by an AI-ready workforce and the shift from offshoring to global capability ownership, the landscape continues to accelerate. Workforce remains India's greatest strength, but the focus is shifting from traditional skill sets to domain and technology expertise – professionals who are not just AI-literate but adept at driving human-machine collaboration. At the same time, GCCs are emerging as ecosystem orchestrators, taking a central role in AI transformation, resetting traditional relationships and building multi layer partnerships across academia, startups, skilling platforms and industry bodies to scale innovation.

India's GCC advantage is anchored in talent, vibrant tech ecosystem, location, and policy. Two thirds of new GCCs in the past two years have primarily chosen Tier I cities, while emerging hubs are fast gaining traction. Flexible entry models are enabling faster setup, with central reforms and state-level incentives strengthening the ease of doing business. Together, these factors are positioning India as the premier destination for the next wave of GCCs.

This report serves as a roadmap for that transformation. It reflects our collective commitment to building a resilient, future-ready ecosystem that anchors the global technology sector. The outlook is clear: the centers of the future will be defined by their ability to lead through complexity and turn global challenges into growth opportunities.

We invite you to explore these insights as we collectively witness the next wave of transformation take shape.

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Executive Summary

Snapshot of the Global Capability Center (GCC) ecosystem in India

2,117
Number of GCCs (FY26E)

3,728
Number of GCC Units (FY26E)

~32%
Growth in number of GCCs since FY21

2.36 mn
Installed GCC Talent (FY26E)

423
Number of GCCs with below USD 100 mn* (FY26E)

USD 98.4 bn
GCC Revenue (FY26E)

506
G2000 GCCs in India (FY26E)

583
Mid-market GCCs operating in India (FY26E)

504
PE-backed/acquired GCCs in India (FY26E)

Source: Zinnov, PrivateCircle, ROC, EPFO, Wizmatic, Nasscom

FY26E: Data estimated as of March 2026

*Enterprise Revenues, Mid-market GCCs refers to GCCs established by mid-sized enterprises with annual global revenues between

The four shifts defining India GCCs in FY26

From capability to value 01

- **46%** of GCCs now operate at Portfolio or Transformation hub maturity, up from 42% in FY21
- **27%** of new GCCs reach Portfolio stage within 5 years - a journey that historically took 10 years
- **64%** of site leaders hold a dual mandate, bridging global BU ownership with site leadership

The maturity scorecard has been rewritten - GCCs are now measured on outcomes delivered, not processes owned

India is building AI, not just deploying it 02

- **1,200+** India GCCs have AI/ML capabilities; 250+ run dedicated AI/ML Centers of Excellence (CoE)
- **250K+** AI/ML professionals - ~28% of global GCC AI talent, second only to the United States
- **#1** AI hiring intensity among GCC markets globally; leads GenAI-specific hiring worldwide

India anchors the application and engineering layers of the global AI stack - the next frontier is model research and infrastructure

Workforce and workplace, redesigned together 03

- Technical skill half-life collapsing from 10 years to 2–5 years; continuous learning is now a design principle
- GCC real-estate runway expanding from 263mn+ to 350mn+ sq ft; 85% targeting carbon neutrality by 2030

The operating model of work is being rebuilt - fewer people, smarter space, and a hospitality-grade experience standard

Value comes from what you orchestrate, not own 04

- 90–95% of leading GCCs partner with universities; 80–85% with skilling platforms; 50–55% co-innovate with startups
- Four new GCC–Service Provider partnership models emerging: BOTT, Embedded Pods, Co-Innovation, Value-based Managed Services
- Shift from FTE to outcomes - commercial contracts move from time-and-materials to value-share and gain-share

The ecosystem of academia, startups, skilling, and industry bodies is the next multiplier of GCC value creation

Source: Zinnov GCC Research and Analysis

Theme 1 | The enterprise impact imperative - from capability-centric to value-driven

India GCCs anchor the application and engineering layers of the global AI stack, with deep talent, rapid operating-model evolution, and early signs of foundational R&D

OUTPOST

Cost arbitrage, limited ownership

13%
of India GCCs in FY26E

- Support teams executing well-defined work
- Primary mandate: cost and operational baselines
- Delivery excellence as the ceiling of value

SATELLITE

Capability building, delivery excellence

43%
of India GCCs in FY26E

- Process ownership and talent at scale
- HQ trust earned through delivery consistency
- Primary mandate: optimize process, people, productivity

PORTFOLIO HUB

End-to-end ownership, domain expertise

39%
of India GCCs in in FY26E

- Product, platform and horizontal competencies
- Global roles; strategic partnerships; innovation & IP creation
- Primary mandate: drive stakeholder value end-to-end

TRANSFORMATION HUB

Business leadership, AI-native

5%
of India GCCs in in FY26E

- CXO roles and functional sovereignty from India
- Co-innovation partnerships; agentic transformation
- Primary mandate: create and capture business impact

New GCCs are no longer starting at Outpost — 96% of post-FY21 entrants arrive with a product/portfolio mandate, and 49% are AI-first from day one

Source: Zinnov GCC Research and Analysis

Theme 2 | Building AI for the world - India as the global builder, not just the deployer

India GCCs anchor the application and engineering layers of the global AI stack; research, infrastructure, and energy remain the frontier

AI X GCC BY THE NUMBERS

1,200+
India GCCs with AI/ML capabilities

250+
dedicated AI/ML Centers of Excellence

250K+
AI/ML professionals in India GCCs

#1
AI hiring intensity among GCC markets globally

TALENT SCALE

India is the 2nd-largest employer of enterprise AI talent globally

- ~28% of the global GCC AI talent pool, second only to the United States
- AI hiring in India rose significantly in H2 FY25, growing faster than the US
- Senior AI talent intensity is ~19% (vs ~33% for product roles); capability is concentrated in junior and middle layers

CAPABILITY STACK

Strong in applications and chip design; infrastructure and energy lag

- High capability: applications, model engineering, chips
- Medium capability: model research, being anchored by a select set of product and platform companies
- Low capability: infrastructure, energy,, where India significantly lags global peers

OPERATING MODEL

Becoming AI-native is an operating-model challenge, not a technology one

- GCC adoption of a hybrid AI operating model grew from 35% to 70% in six months (Aug'25 to Feb'26)
- 0% GCCs are AI-native yet; only 13% play a role beyond execution in enterprise AI strategy
- AI talent is deputed to business units and domain talent is rotating into AI CoEs

Source: Zinnov Research and Analysis

Theme 3 | The new work blueprint — workforce and workplace, redesigned as one system

THE WORK REDESIGN IN NUMBERS

73%

CHROs say AI disruption is outpacing workforce readiness

10 → 2-5 years

collapse in technical skill half-life

263+ → 350 +mn

projected sq ft of GCC real estate over next 3-4 years

HIRING MODEL

Redeployment is replacing recruitment

- Hiring slowdown spans all seniority levels; several GCCs have paused junior recruitment
- AI-focused skillsets rose 1.5pp as a share of open roles in the last 6 months; non-AI hiring shrunk
- Backfilling requirements using existing talent, supported by AI tools, is the new default

SKILLS & CULTURE

A future-ready workforce is shaped by right skills, right agility, right culture

- Specific frameworks in, generic labels out: Docker (+27pp), RAG (+14pp), Scikit-Learn (+17pp), PyTorch (+14pp)
- ~60% of workers will need reskilling by 2030; ~18% may not receive training
- Mature GCCs are moving beyond generic training to targeted, role-specific, domain-integrated learning

WORKPLACE AS A STRATEGIC LEVER

Rests on three choices: portfolio, experience, infrastructure

- 47% of employee time is individual focus work; 60% prefer hospitality-driven workspaces
- 85% of GCCs pursuing carbon neutrality by 2030; LEED, IGBC, WELL certifications are now baseline
- 40% of India's office leasing over the last decade came from GCCs, not a cyclical absorption spike

Source: Zinnov GCC Research and Analysis

Theme 4 | The ecosystem orchestrator - value from what you orchestrate, not what you own

GCCs orchestrate partners across two fronts — optimizing traditional workloads with AI, and accelerating AI-led innovation at scale

OPTIMIZE 'CONTEXT'

Augment & optimize traditional workloads with AI

- AI-assisted engineering: copilots across SDLC for dev, test, maintenance
- AI-led business processes: HR, Finance, CX, IT Ops with AI-driven automation
- Infrastructure modernisation: cloud & legacy migration for AI-compatible environnements

ACCELERATE 'CORE'

Support new AI-driven workloads & innovation

- Agentic process transformation: AI advisory, multi-agent workflow prototyping
- Verticalized AI solutions: domain-trained models, reusable components, MVPs
- AI-first talent & data readiness: upskilling programs, AI CoE setup, data foundations

THE FIVE ECOSYSTEM CHANNELS | Partnerships that make orchestration possible for leading GCCs

SERVICE PROVIDERS	ACADEMIA	STARTUPS	SKILLING PLATFORMS	INDUSTRY BODIES
4 models	**90–95%**	**50–55%**	**80–85%**	**25–30%**
BOTT, embedded pods, co-innovation, value-based managed services	Curricula co-design, joint research, internships, hiring pipelines	PoCs & hackathons, co-innovation labs, startup studios, VC pipelines	Role-based pathways, certifications, hands-on labs, internal academies	Standards collaboration, advisory boards, thought leadership

Source: Zinnov GCC Research and Analysis

The way forward | ~75% of India GCCs can reach portfolio or transformation status by FY2030

Strategic Imperatives for GCC Reinvention

Expertise over scale

Pivot from talent volume to **expertise density**. Focus on lean, leadership-heavy teams that own strategic decision-making rather than execution alone.

The innovation engine

Shift from an offshore node to the **locus of enterprise** architecture. Own global platforms, product standards, and enterprise-wide AI governance.

Resetting the value proposition

Counter AI-driven cost erosion by prioritizing **speed of innovation** and human-centric talent models as the new cornerstone of ROI.

Source: Zinnov Research and Analysis, Nasscom

INDIA GCC LANDSCAPE

Offshoring base to AI-powered strategic hub

Theme 1

Enterprise impact imperative

India’s GCCs sharpen focus on value articulation

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Theme 2

Building for the world

India’s GCCs power global AI application, build and infrastructure

Theme 3

NextGen work blueprint

India’s GCCs recalibrate workforce and workplace for the AI era

Theme 4

Ecosystem orchestrator

India’s GCCs build next wave of global capability

Outlook

Strategic levers that will enable India's GCCs become to transformation hubs

Case addendum

Appendix

Definitions

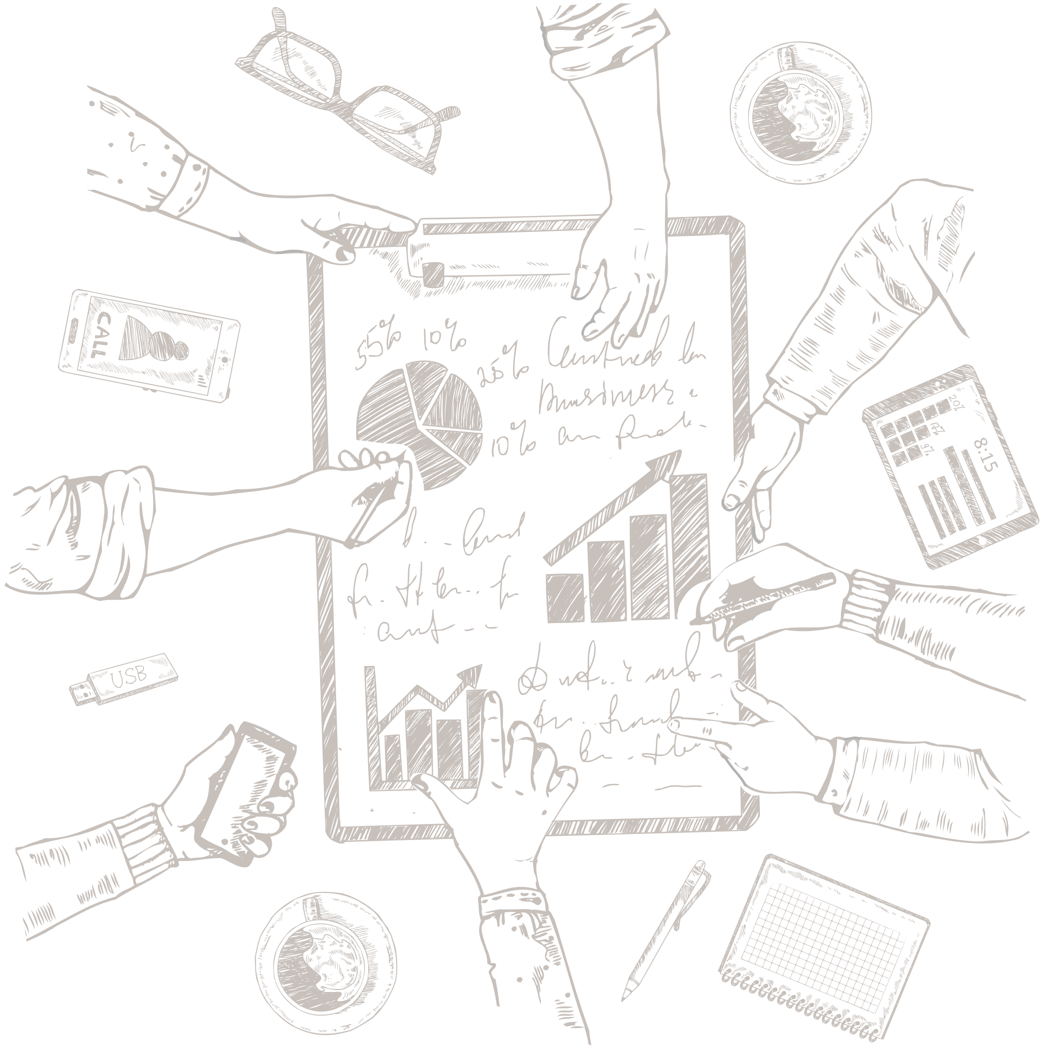
Definitions

Global Capability Center (GCC)

- Offshore units established by Multinational Corporations (MNCs) to perform strategic functions for the parent enterprise, leveraging India’s knowledge-based talent, cost, and operational efficiencies
- Encompasses Technology, Engineering, and Operations functions, including Shared Services Centers of MNCs in India
- Operates as a wholly-owned in-house entity of the parent MNC, with the parent headquartered outside India and India serving as a delivery/capability hub

Enterprises Not Qualifying as a GCC

- Service Providers (SPs) and Integrators — Technology, Engineering, Operations, or Digital services firms; integrators supporting Product/Solution/Platform development
- Professional Services firms with a dual model — Firms operating both an in-house and a third-party services business, where in-house vs. external delivery cannot be cleanly separated
- Staffing companies generating revenue by outsourcing talent or providing contingency staff
- Pure-play Sales Entities selling products or customized tools/software into India and nearby regions
- India-origin companies operating on a dual-HQ model — Where the India entity performs strategic functions beyond technology, leadership operates across geographies, and the company does not function as a true offshore unit of a foreign-headquartered parent



Research Methodology

This report is co-developed by nasscom and Zinnov through an intensive, multi-layered research program - combining proprietary data, deep primary engagement, and expert networks to map the Indian GCC ecosystem with the depth it demands.

Primary Research

CXO & Leader Interviews

200+ one-on-one conversations with India GCC heads, CTOs, CHROs, and functional leaders across industries

Roundtables & Forums

6+ curated roundtables bringing together ecosystem leaders for structured dialogue on AI, talent, and partnerships

Customer Conversations

Ongoing engagement with GCC leaders throughout the year — not point-in-time, but continuous pulse-checks

SME & Advisor Network

50+ industry veterans, advisors, and partners contributing practitioner-level perspective and validation

Case Study Deep-Dives

Structured case studies built from direct client engagements — each reviewed and approved by the GCC

Ecosystem Immersion

On-ground presence at industry events, startup ecosystems, university partnerships, and policy forums

Secondary Research & Data Sources

Proprietary Databases

Zinnov and nasscom knowledge repositories, platforms like PrivateCircle, ROC, EPFO, Wizmatic, GCC tracking data, and benchmarking

Company & Analyst Reports

Annual reports, investor filings, analyst commentary, and news announcements

Expert Commentary

Published thought leadership, conference proceedings, and policy documents

What this report analyzes

India's potential as a global GCC hub that is consistently attractive for MNCs

The current scenario and emerging trends that define the Indian GCC ecosystem

The role played by enablers such as academia, start-ups, government policies, and service providers

Research process

Data discovery

Aggregate proprietary databases, identify key themes

Research

200+ interviews, roundtables, SME network engagement

Analysis

Cross-reference primary insights with secondary data

Outcomes

Validated findings, case studies, and actionable frameworks

Acknowledgement

We are grateful for the invaluable contributions of Nasscom's Executive and GCC council members, industry leaders, and experts in shaping this report.
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About
nasscom

Nasscom represents the voice of India's $300 bn+ technology industry, with a vision to establish the nation as the world's leading technology ecosystem. We boast a diverse and influential community of more than 3,500 member companies, spanning the entire spectrum of the industry – from DeepTech and AI start-ups to multinationals, from products to services, and from global capability centers to engineering firms.

Guided by our vision, our strategic imperatives are to accelerate skilling at scale to develop futureready talent, strengthen the innovation quotient across industry verticals, create new international and domestic market opportunities, drive policy advocacy to advance innovation and ease of doing business, and build the industry narrative with a focus on trust and innovation. In everything we do, we champion diversity and equal opportunity.

Nasscom Insights is the in-house research and analytics arm of Nasscom. We generate insights and drive thought leadership for business leaders and entrepreneurs, strengthening India's position as a hub for digital technology and innovation.

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About

Founded in 2002, Zinnov is a global consulting firm and a category leader in Global Capability Center (GCC) setup and implementation. With a presence across North America, Europe, and India, Zinnov has enabled 220+ GCC setups and supported the hiring of 250,000+ professionals for Fortune 2000 and mid-market enterprises globally.
Zinnov partners with enterprises to build, run, operate, and transform GCCs end-to-end, integrating market entry, center setup, capability buildout, and talent scale-up into a single, outcome-driven model.

At the core is its Build–Run–Operate–Transform approach, powered by the proprietary GCC Accelerator Platform (GAP), enabling enterprises to accelerate time-to-value, improve operating performance, and turn GCCs into innovation-led growth engines.

Beyond GCCs, Zinnov drives value creation through deal advisory, commercial due diligence, M&A execution, market expansion, and digital transformation across AI/ML, intelligent automation, cloud, and IoT.

With deep expertise across Retail, Enterprise Software, BFSI, Healthcare, Automotive, and Telecom, Zinnov is the partner of choice for organizations looking to build and scale global capabilities with accountability and measurable impact.

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