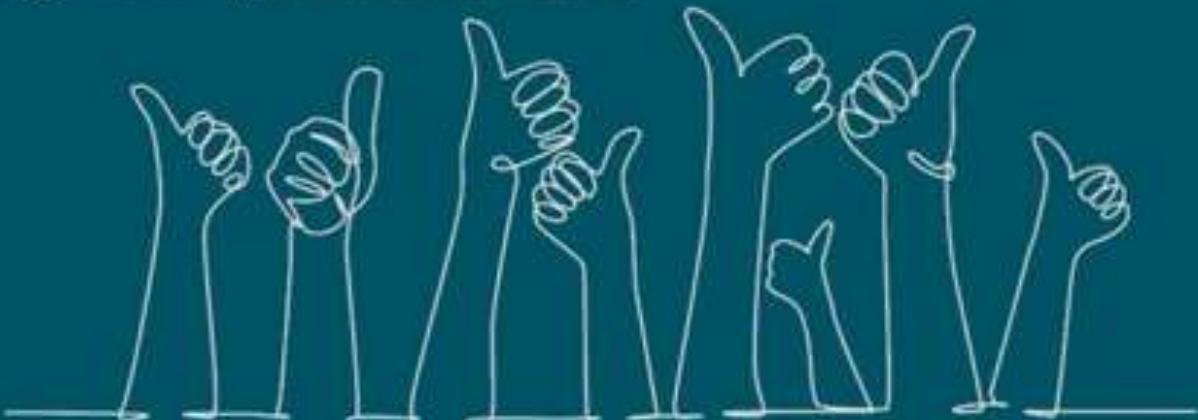




# What is a GCC and why you need it?

Wholly owned, integrated, strategic platform typically established in talent rich locations (such as India) for significantly enhanced value.



## Integrated

Companies can **set up & operate a GCC** to access global top-talent and build differentiating business capabilities.



## Enhanced Value

Enterprises that partner with **experts to successfully set up & operate GCCs** in offshore locations see significant enhancement in time to value.



## Strategic Platform

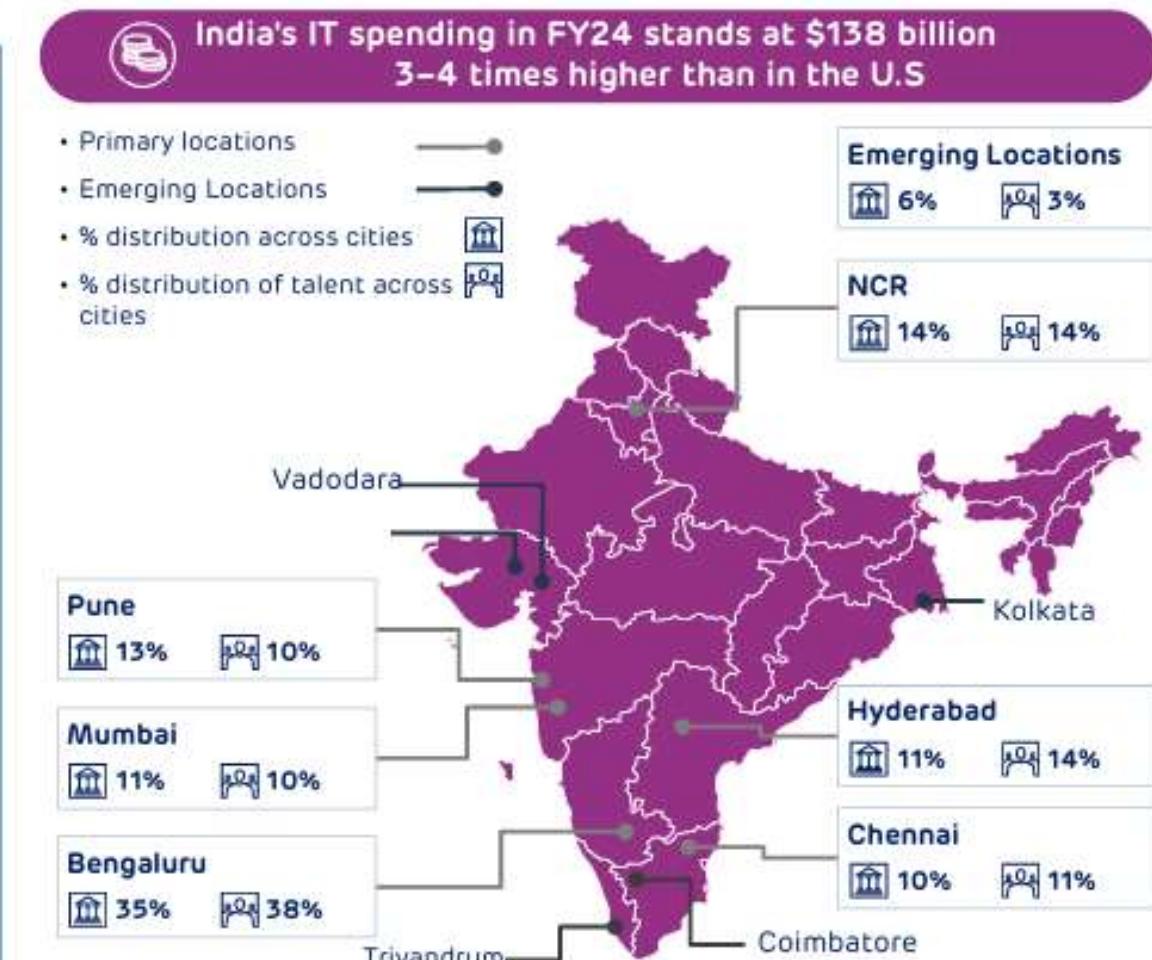
GCCs have evolved into centers of excellence driving enterprise **growth, transformation** and **innovation** agenda.



## Wholly Owned

GCCs are a **mainstream strategy** to establish new business capabilities, gain efficiencies and optimize costs.

# India's Rise as a Global Hub for GCC's



# Impact of GCC industry in India



**GCC are making considerable impact across economic, human capital, innovation & ecosystem, reputational, environmental and social dimensions of India**

## Economic

- \$4-5.6 Bn+ in taxes, corporate and personal
- Output of \$35.9 Bn i.e. 1% of the GDP
- Generated indirect employment of 5.5mn i.e. ~4x to direct employment

## Social

- Betterment of ~1.7mn households through women empowerment
- 40% spend in education benefitting ~7mn underprivileged children

## Environmental

- 9/10 of the largest GCCs by headcount are housed in LEED certified premises
- ~600mn kWh energy consumption from renewable sources
- ~1bn pages and 13-15k trees saved



## Human Capital

- Trained ~200K+ in futuristic skills since 2015
- 80-90K people hired in start-ups founded by ex GCC employees
- Represent 40% of India's most inclusive companies

## Innovation & Ecosystem

- 10-15% share in start-up leadership in India
- Promoting innovation & entrepreneurship through NITI Aayog
- 300 start-ups engaged as vendors generating 15mn+ in revenue for start-ups

## Reputational

- India being renowned as the global digital and R&D hub
- Engine room for global operations
- Hub for scalable & frugal innovation

Source: NASSCOM GCC Value Proposition for India Report

# The genesis of Indian GCC Ecosystem truly began in 1990s



1990 - 1999

Streamlining processes and executing tasks efficiently while maintaining intellectual property and business knowledge within the organization.

2000 - 2010

Evolving from single capability centers to multi-capability hubs; building small, disparate capabilities and consolidating operations.

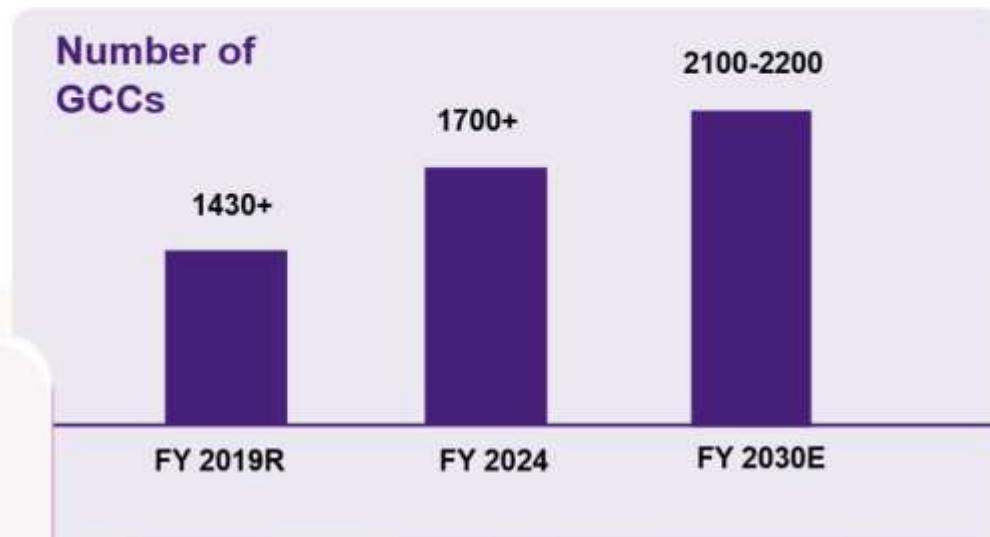
2011 - 2020

Integrating business, technology and corporate functions for added value. Adoption of digital technologies like social, mobile, cloud, and analytics to lead digital transformation.

2021 & beyond

Achieving seamless integration with headquarters, evolving into 'digital twins'. Establishing hubs of creativity and ingenuity, setting up innovation labs and incubators. Leveraging a holistic ecosystem and integrating with startups.

# Future outlook of GCC in India



**GCC Outlook  
for 2030**

## India : GCC Capital of World

Country Name	Data Cost
India	\$0.10 - \$0.12 Among world's cheapest
USA	\$3.50 - \$5.00
UK	\$1.40 - \$2.00
Poland	\$0.70 - \$1.00 Competitive but smaller scale
Singapore	\$1.50 - \$2.50
UAE	\$2.00 - \$3.50
Philippines	\$.60 - \$1.20
Mexico	\$1.50 - \$2.50

- **Global Average \$2.50- \$3.00**
- **Source: Cable.co.uk (2024 update)**

# National Policy Enablers for GCC



## FDI Liberalization

- 100% FDI in IT/ITeS, R&D, Pharma Greenfields; analytics, fintech, design & engineering
- Impact: Over 80% India GCC's are fully foreign-owned

## SEZ/ STPI

- Customs and excise duty exemptions, GST benefits and single-window clearances for ease of business.
- Flexible policies such as WFH are supportive & non-restrictive
- Export status to DTA units to ease compliance burden

## Transfer Pricing certainty

- Safe-harbor margins & APA : Pre-defined margins provide certainty and reduce TP disputes
- APA Network: Expanded to 11 offices for faster resolutions

## National Framework on GCCs

- Budget 2025 focus for a unified policy roadmap guiding States for innovation-led growth
- Expansion into Tier 2/3 cities for overall development

## Budget 2025 focus

- INR 20K crore allocation to RDI Fund
- INR 500 Crore allocation to set-up COE in AI for education

## Infrastructure and Logistics

- PM Gati Shakti to unify infrastructure planning across Ministries for connectivity to business zones and tech parks
- Investment in airports, air cargo and supply chain



**GCC**

# **TWO Cs: Collaboration & Capability**

Ecosystem

Enterprise

Inhouse

Technology

People

Business

**Global Collaboration & Capability HUB**

# Introduction - The Evolving Role of CAs

Beyond Traditional Roles: CAs as Global Change-Makers



**CAs are advising on international tax structures, steering ESG narratives, leading digital transitions, and building tomorrow's financial architecture..**



**Steering ESG narratives:**  
Leading efforts to integrate Environmental, Social, and Governance principles into corporate strategies and reporting.



**Leading digital transitions**  
**Driving transformation by implementing innovative digital solutions and financial technologies across industries.**



**Building the financial architecture of tomorrow** Designing forward-thinking financial frameworks and systems that support sustainable economic growth worldwide.

# Traditional Finance Vs GCC Finance

## *Mindset & Work Model*

### Traditional Finance

Period-driven work  
(month-end, quarter-end)

Manual reconciliations  
& heavy Excel usage

Focus on accuracy  
& compliance

Local book  
ownership

Output is **data**

Limited stakeholder  
interaction

### Modern GCC Finance

Continuous close,  
**always-on** reporting

Automation + **AI-driven** exceptions

Focus on **insights**,  
speed & predictability

**Global** process ownership  
(R2R, P2P, O2C, FP&A)

Output is **decision-support**

Global cross-functional  
collaboration

# Global Capability Centers (GCCs)

The Evolving Role of Chartered Accountants

**Dynamic Hubs:**  
GCC serves as a dynamic environment where chartered Accountants lead in operational excellence and innovation.

**Visionaries and Integrators:**  
Chartered Accountants are not merely number crunchers; they are visionaries and integrators shaping the future of finance.

**Fostering Innovation:**  
In GCCs, CAs foster innovation by integrating financial insights with cutting- edge business practices.

**Delivering value at scale:**  
These professionals orchestrate processes that enhance value delivery on a global scale ensuring efficiency and effectiveness.

# The Genesis of F&A GCCs in India

- ✓ **The Early Narrative (1990s - Early 2000s): Basic Transactional F&A**, high-volume, repeatable tasks
- ✓ **Consolidation (2005–2015)**: Standardization, Six Sigma and process excellence, ERP upgrades
- ✓ **Advanced Specialization (2015–2020)**: Global F&A hubs, Stat/tax compliance centers, SOX/controls ownership
- ✓ **High-End Finance (2020–today)**: Treasury centers of excellence and Internal audit hubs, M&A due diligence & modeling, Decision intelligence using AI/ML
- ✓ Today: India hosts 1,700+ GCCs, contributing directly to enterprise value

**India is now a decision support powerhouse, not just an execution engine**

# The Opportunity for CAs & Advisors

- ❖ 80,000+ CAs already embedded in the GCC landscape
- ❖ F&A - Role Model or Guinea Pigs
- ❖ Tier-2 cities are booming (About 25% of new ones)
- ❖ CAs and Advisory firms can lead the design, governance, and branding of these new-age Centres

However, requires **Mindsets Shift**

- ❖ Enterprise Mindset (Accounting to Commercial & Business)
- ❖ Disruption As Usual (DAU) Mindset (MD/ CM)
- ❖ Experience as a Service Mindset (Touchpoints to Journey)
- ❖ Entrepreneurial Mindset (Develop & Nurture Ecosystem)



# Skills & Role Expectations

## *Mindset & Work Model*

	<b>Earlier</b>	<b>Today</b>
<b>Excel-heavy</b> reporting		<b>Power BI</b> dashboards auto-refreshing daily
<b>Tally / QuickBooks / Local ERP-centric</b> work		<b>SAP / Oracle Cloud + data lakes</b>
<b>Manual</b> trackers		<b>Digital</b> workflows with audit trails
<b>Heavy audit effort</b>		<b>Embedded</b> controls, real-time alerts
<b>Narrow career</b> paths		<b>Global mobility</b> , COEs (Tax, FP&A, ESG)

# The Full Spectrum of CA Capabilities



Finance leadership



Digital transformation



Governance & compliance



Global partnering



Regulatory & tax



GCC setup & scale



Performance excellence



# CAs Across the GCC Journey



# Leader's Factory

Develop



Develop leaders early:  
rotations,  
mentoring,  
cross-border  
exposure

Build



Build capability academies:  
digital,  
leadership,  
process  
governance

Strengthen



Strengthen controls  
with  
embedded  
governance

Shift



Shift from service delivery →  
decision support

Create



Create global  
finance  
talent  
pipelines  
(future CFO-ready)

# GCC Models

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Captive

Fully owned, controlled and operated

BOT

Operated by few years by service provider and then transferred with capabilities & capacity

Hybrid

Captive & third-party service providers

Joint Ventures

Partnership between parent company and local firms or other global stakeholders

# GCC MODELS

## GCC OPERATING MODELS

### Choosing the Right Model Before You Build

#### 1. Captive GCC

- Owned and run by the enterprise.



#### 2. Managed GCC (CA-led)

- CA firms build a mini-GCC to service multiple clients.

#### 4. Hybrid : Captive and third-party service providers

#### 3. Build-Operate-Transfer (BOT)

- Partner builds & runs the GCC for 2-5 years  
→ People, processes, and infra transferred to the company when mature.

#### 5. Joint Ventures : Partnership with parent company and Local firms or other global stakeholders

BOT works when speed + capability are more important than ownership on Day 1.

# Funding Models- India's GCC Ecosystem



## Parent Funding

- Equity Infusion:** Direct foreign investment as share capital (FDI) from parent.
- Service Agreements:** Operating revenues from inter-company service contracts.
- Advance Payments:** Upfront cash from parent for future services (subject to RBI norms).
- Inter-company Loans:** Loans and financial support from parent entity, compliant with FEMA/RBI rules.
- Internal Accruals:** Reinvesting operational profits to fund growth.

## Non-Parent Funding

- Bank Loans & Debt:** Domestic and international bank financing, including working capital and ECBs.
- Private Equity / VC:** Equity investment by third-party investors for expansion.
- Corporate & Project Bonds:** Issuing market-based debt for large projects.
- Government Incentives:** Grants, tax breaks, and capex subsidies from central/state government.
- Crowdfunding:** Peer-to-peer/online platforms for tech-driven or startup GCCs.

"Funding models define how GCCs are born. PPPs define how they scale."



## India's GCC Decade Starts Now

"GCCs are no longer India's back office  
they're its brain trust."

### **Sustainability beats speed**

Incentives must endure.

### **Collaboration is currency**

When policy, academia &  
industry co-invest, innovation  
compounds.

### **Infrastructure is the new incentive**

Readiness defines resilience.



# Thank You