Table of Contents

The
GRAND
Opening

SETTING THE STAGE

On November 21, 2025, the prestigious Hyatt Regency setting resonated with energy as we gathered to celebrate the historic inauguration of The Global GCC Summit 2025. The event opened by honoring this powerful gathering and the auspicious beginning of a new chapter for Global Capability Centres in India. The air was filled with a sense of collective achievement and the promise of collaborative growth, marking the commencement of a landmark initiative under the banner of 'Advantage India.'
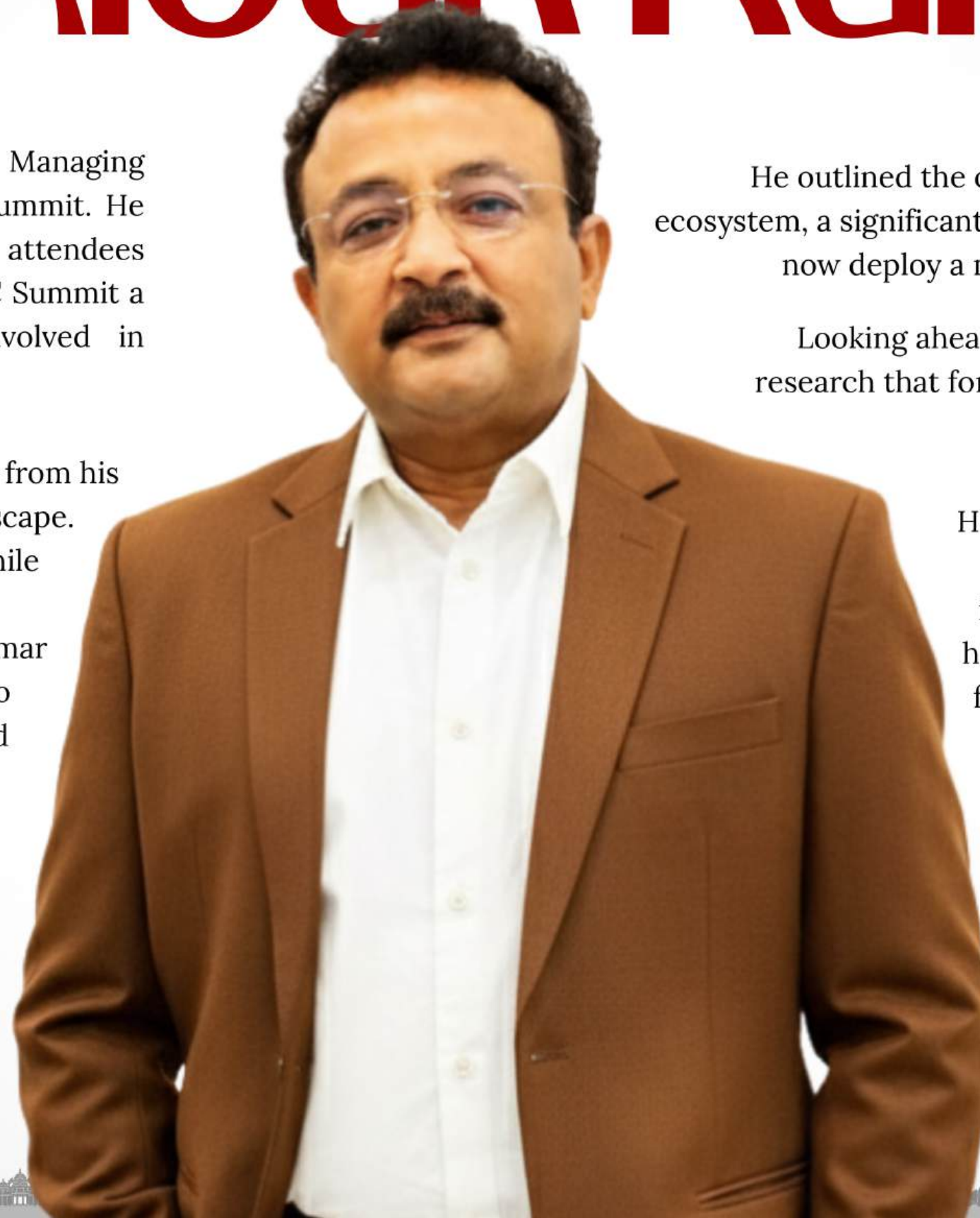
The KEYNOTE Perspective

Mr. Alouk Kumar

In his opening address, Mr. Alouk Kumar, CEO and Managing Director, laid out the foundational vision for the summit. He began by expressing his profound gratitude to all attendees and dignitaries for making the inaugural Global GCC Summit a reality, acknowledging the significant effort involved in convening such a "galaxy of speakers."

He revealed that the genesis of the summit stemmed from his organization's own deep research into the GCC landscape. He reflected on the sector's evolution, noting that while pioneering efforts began decades ago, a significant transformation has occurred post-pandemic. Mr. Kumar stated that global corporations are now driven by two critical needs: a focus on innovation-led research and development (R&D) and the imperative to control operational costs. It is at the intersection of these demands, he argued, that India's value proposition becomes undeniable.

He outlined the core pillars of the India Advantage: a mature talent ecosystem, a significant cost advantage, and a growing focus where GCCs now deploy a majority of their resources on innovation-led R&D.

Looking ahead, Mr. Kumar projected exponential growth, citing research that forecasts the number of GCCs in India to surge from 1,800 today to 3,500 by 2030 and 9,000 by 2040.

However, he concluded with a critical call to action, posing the question, "Are we ready?" While infrastructure and technology are not constraints, he identified talent as the area requiring immediate focus. Mr. Kumar underscored the urgent need for industry and academia to collaborate, ensuring India can fully capitalize on this unprecedented opportunity.

Alouk Kumar - CEO, Inductus

Dr.Kishore Jayaraman

In his address, Dr. Kishore Jayaraman reflected on the remarkable evolution of Global Capability Centres (GCCs), a sector he has been engaged with for over twenty years. He began by reaffirming the powerful vision set forth by Prime Minister Narendra Modi in 2014, highlighting the three Ds that continue to define India's advantage: Demand, Demographic Dividend, and Democracy. He emphasized that India's young and aspirational population, with over a million graduates entering the market every month, is the nation's single greatest asset, creating an undeniable imperative for high-quality employment.

Dr. Jayaraman then traced the transformative journey of GCCs in India. He recalled the early days, driven primarily by cost and capacity, and contrasted them with the present, where GCCs have evolved into strategic knowledge partners. They are no longer support centers but are now at the forefront of developing processes, delivering business outcomes, and shaping the future of their global parent organizations.

Looking ahead, Dr. Jayaraman stated that the next phase of India's growth hinges on moving up the capability curve. With technologies like AI redefining industries, the focus must shift from adopting global trends to leading the creation of new products and services. He seamlessly connected this progress to the global imperatives of technology and sustainability, citing India's tangible advancements in green energy from wind and solar to batteries and hydrogen as evidence of the nation's commitment.

He concluded with a powerful vision of the future, pointing to emerging fields like small modular nuclear reactors, space technology, and advanced engineering. With its unique combination of talent, growing capability, and the foundational three Ds, Dr. Jayaraman expressed his firm conviction that India is uniquely positioned for a future of leadership and innovation, unmatched by any other nation.

Dr. Kishore Jayaraman

Dr. Kishore Jayaraman

Group CEO - UK-India Business Council

Mr. Pranav Mishra

In his compelling address, Mr. Pranav Mishra offered a unique perspective on India's GCC transformation, blending personal anecdote with industry insight. He opened by noting the symbolic transformation of Hyderabad's Gachibowli area, recalling that when he left the city in 2013, a single ICICI building dominated the skyline. Returning in 2023, he observed that this same structure was now "the smallest building in Gachibowli," surrounded by numerous skyscrapers - a visible testament, as he put it, to "the explosive growth of GCCs."

Mr. Mishra expertly traced the sector's strategic evolution. He explained that GCCs initially began as what he termed "the 6% game," focused primarily on cost-driven functions like finance and legal outsourcing. However, he emphasized that this narrative has been completely overturned. "Today," he stated, "we are in India, sort of doing incredible R&D work, incredible innovation." To illustrate this point, he highlighted both the visible design excellence of Mahindra vehicles and India's crucial role in the global semiconductor ecosystem, noting that any advanced chip from major manufacturers "would have some part of India in it," being designed or tested there.

Looking forward, Mr. Mishra issued a crucial call to action focused on talent development. With the advent of AI transforming the employment landscape, he highlighted a significant "dearth of talent for semiconductor engineers." Drawing from his direct experience collaborating with AICTE to develop specialized VLSI curricula, his key appeal was clear: "If you are pursuing engineering or your friends or your younger brother, do insist on them taking VLSI courses." He noted these are now offered in over 600 AICTE colleges, asserting that mastering such future-critical skills is essential for India to maintain its leadership in the next wave of technological innovation, from advanced chips to emerging fields like quantum computing and humanoid robotics.
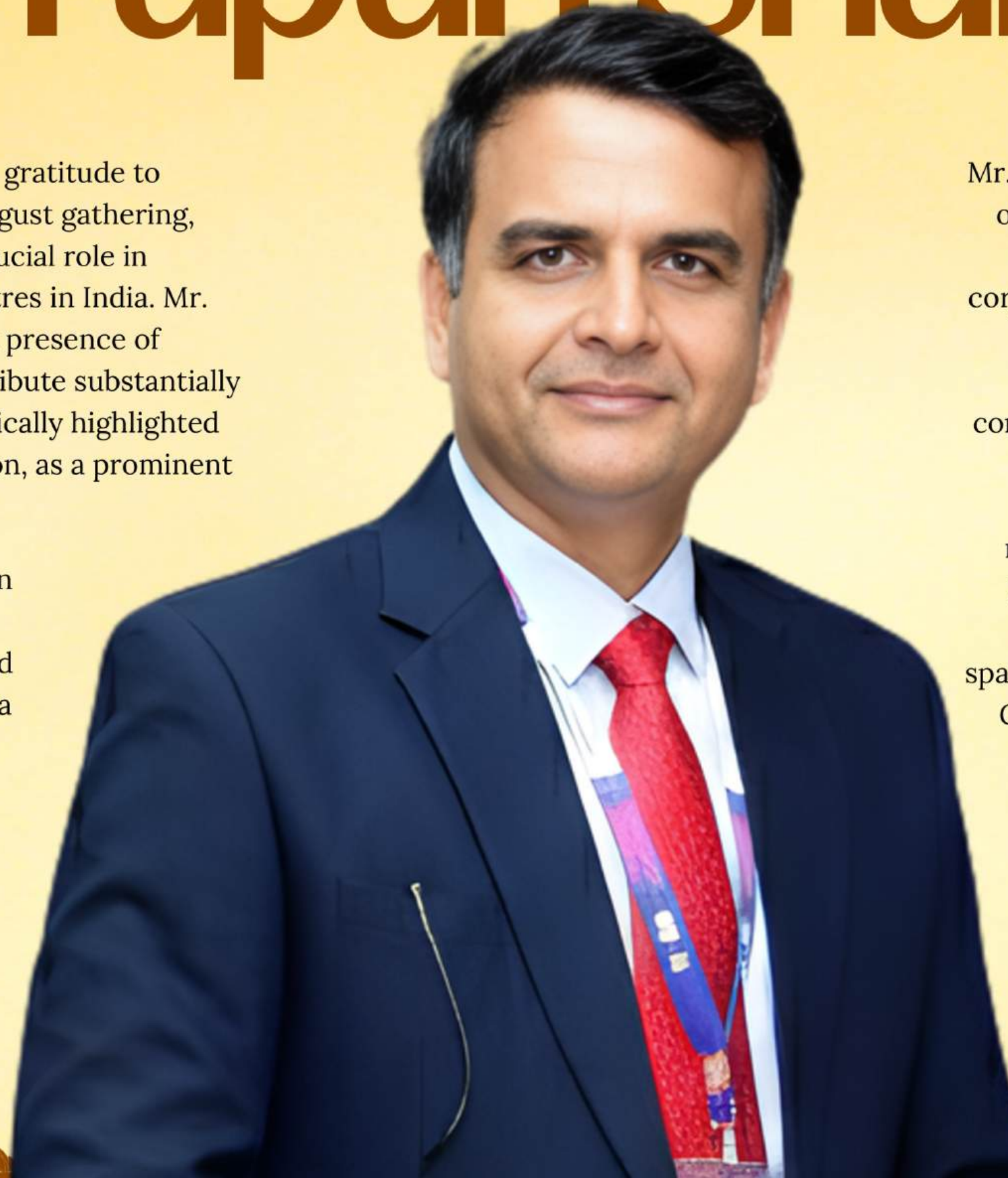
Pranav Mishra
Director -AMCHAM

Mr. Tapan Sharma

In his address, Mr. Tapan Sharma expressed his gratitude to Inductus for the opportunity to speak at this august gathering, focusing his remarks on the banking sector's crucial role in facilitating the growth of Global Capability Centres in India. Mr. Sharma began by acknowledging the significant presence of approximately 1,800 GCCs in India, which contribute substantially to the nation's GDP and employment. He specifically highlighted the National Capital Region, particularly Gurgaon, as a prominent and growing hub within this ecosystem.

He emphasized the State Bank of India's position as a key partner in the nation's economic growth, with a 23% market share in deposits and a business size of 100 trillion rupees. Mr. Sharma stated that SBI is taking focused initiatives to become a prominent player in the GCC ecosystem, moving beyond traditional credit facilities to become a comprehensive partners. The bank has also established specialized GCC branches and startup branches across the country, alongside dedicated teams for transaction banking, treasury services, and corporate salary packages.

Mr. Sharma particularly emphasized the bank's focus on engaging with GCC employees through curated corporate salary packages. He revealed that each corporate salary account holder becomes eligible for benefits worth approximately ₹96,000, including substantial accidental insurance coverage. He concluded by assuring that the 200-year-old bank is fully equipped with modern digital capabilities, including the Yono 2.0 platform, to meet the requirements of GCCs and the startup ecosystem. Mr. Sharma affirmed SBI's commitment to deeper engagement and greater penetration in the GCC space, expressing pride in partnering with the Global GCC Summit and looking forward to strengthened collaboration with the sector.

Tapan Sharma
DGM(B&O) - AO4 NCR Haryana

Prof. Mahadeo Jaiswal

In his address, Professor Mahadeo Jaiswal expressed his gratitude to Mr. Alok Kumar and the Inductus team for organizing the summit, acknowledging India's position as the epicenter of Global Capability Centres, hosting over 53% of global GCCs. He highlighted the rapid growth of this sector, noting that while the IT services sector took 30-40 years to capture 55% of the global outsourcing market, GCCs have achieved 53% market share in just five years.

Professor Jaiswal emphasized the critical need for structured management frameworks in GCCs, drawing parallels with the Capability Maturity Model (CMM) that revolutionized IT services. He proposed developing a similar five-level maturity model specifically for GCCs to transform them into a global brand. He outlined this proposed model, where Level 1 represents current ad-hoc processes, Level 2 would introduce project management structures, Level 3 would establish standardized processes, Level 4 would focus on measurement systems, and Level 5 would optimize for continuous growth.

He announced IIM Sambalpur's willingness to lead this initiative through collaboration with industry partners and global institutions like Carnegie Mellon University and MIT. Professor Jaiswal also highlighted the growing importance of tier-2 and tier-3 cities in the GCC landscape, mentioning Odisha's focus on FinTech and IIM Sambalpur's own initiatives in developing global case studies on an AI platform. He concluded by emphasizing that such frameworks would make Indian GCCs policy-resistant global brands and expressed confidence that this summit would be remembered as a historic moment in structuring India's GCC growth story.

Prof. Mahadeo Jaiswal
Founding Director - IIM, Sambhalpur

Mr. Ashish Aggarwal

Mr. Ashish Aggarwal expressed that the Global Capability Center (GCC) landscape in India is undergoing a fundamental shift, moving beyond its traditional one or two-city model to what he described as a "multi-city GCC grid model." He clarified that this is not about companies leaving established hubs, but rather a strategic, layered expansion where different cities are chosen for specific roles, such as one for engineering scale and another for data or business-facing functions. He illustrated this with examples like Goldman Sachs pairing Bangalore with Hyderabad and companies like JP Morgan operating across three or more centers, each with a distinct purpose.

He explained that this trend is driven by practical needs, primarily access to specialized talent pools and infrastructure, rather than by government policies. He emphasized that while policy is enabling, it is rarely the core driver for these strategic business decisions. The real challenge, he noted, is translating good policies on paper into tangible impact on the ground, ensuring they effectively support the organic growth driven by talent and infrastructure.

Highlighting the critical importance of talent, he revealed that this issue is now a top priority for the government, as evidenced by a recent, unprecedented sector-specific consultation with the Finance Minister. However, he stressed that current efforts in talent development, while significant, are merely a "drop in the ocean." He argued that a massive 10x to 100x scale-up in skilling and academia-industry collaboration is essential to sustain growth and fulfill India's potential.

The ultimate goal, he concluded, is to ensure policies create momentum rather than friction, enabling GCCs to embed higher-value work in India, accelerate their growth, and solidify India's position as a global hub.

Ashish Aggarwal

VP & Head of Public Policy - NASSCOM

Mr. Anjani Ladia

Mr. Anjani Ladia began by demystifying Europe as a complex entity where power ultimately rests with individual member states, making it a challenging business partner. He emphasized that you cannot deal with "Europe" as a whole, highlighting the distinct roles of cities like Brussels, Strasbourg, and the financially critical Luxembourg.

He then detailed the significant regulatory hurdles for European companies setting up GCCs in India, noting a heavy focus on legislating outsourcing. Frameworks like EBA guidelines and DORA require strict oversight, exit strategies, and audit rights, with a preference for intra-group outsourcing that slows decision-making as each member state implements EU directives differently.

Finally, he outlined key barriers for mid-tier companies, the primary source of future growth. These include the complexity of aligning European labor and tax laws with Indian regulations, fear of creating a Permanent Establishment, and cultural and governance issues like Europe's multilingual needs versus India's English-speaking workforce. He also cited high attrition rates in India as a major operational risk, concluding that European firms remain cautious, weighing regulatory, operational, and reputational risks before expanding to India.

Anjani Ladia

Anjani Ladia

Chairman - ICAI, Luxembourg

Mr. Sandeep Kulkarni

He began by expressing his admiration for the energy in the Indian ecosystem, comparing it to the competitive provincial environment he witnessed in China during the mid-2000s. He then provided a detailed overview of the GCC evolution, which he broke down into four distinct phases. He stated that the journey started in the mid-80s with pioneers like Texas Instruments, American Express, and GE, focusing primarily on cost arbitrage. The second phase, he explained, was characterized by process arbitrage, where the goal was to centralize operations and drive process efficiency on a global scale. This was followed by a shift to knowledge arbitrage, where India's talent pool began taking on more complex, knowledge-centric work.

He emphatically stated that we are now in the era of innovation arbitrage, where GCCs are expected to be the primary engines of innovation for their parent organizations. He concluded his opening remarks by posing the central question of the discussion: how this ecosystem will evolve further, considering not just technology but also the strategic infrastructure, support systems, and the critical sustainability aspects of powering future technologies like AI and quantum computing.

Sandeep Kulkarni

Sandeep Kulkarni

Chairman & Senior Vice President, G-head GBS, Worldly Australia -

Ms. Geetha Ramamoorthi

Geetha Ramamoorthi built upon this foundation by outlining a holistic and nationally aligned vision for GCCs by 2040. She agreed that while it is important to "stay in the present," strategic foresight is essential. She stated that the future of GCCs is not just about internal growth but about how they can solve larger, macro-level challenges for India. She identified three key areas where GCCs can create monumental impact: energy security, space exploration, and building resilient digital infrastructure. She explained that with the Indian government's increased allocation for R&D, GCCs are perfectly positioned to leverage their deep talent in AI and quantum computing to advance these national priorities.

Citing compelling projections, she noted that the GCC workforce is expected to grow from 1.8 million people today to 3.5 million by 2030, and potentially to 8 million by 2040. She asserted that this massive, skilled workforce is a strategic asset that can be harnessed to build a 'Viksit Bharat' (Developed India). However, she issued a crucial caveat, pointing to a significant talent readiness gap. She stressed that the educational curriculum must undergo a radical transformation to keep pace with technological change, moving away from outdated techniques to ensure graduates are equipped with future-ready skills.

Geetha Ramamoorthi
VP & Managing Director -
KBR India

Ms. Deveena Chopra

Deveena Chopra delved deeply into the practical impact of AI on the GCC operating model and talent landscape. She immediately dispelled the common myth that AI leads to job losses, asserting that historically, every technological wave from the industrial revolution to RPA has ultimately created more jobs. She stated that GCCs are transforming from back-office cost centres into "AI-led innovation powerhouses." From her perspective, working with numerous GCCs, she explained that the impact is multidimensional. She provided a concrete example of a top UK bank facing a crisis as its mainframe experts retired. She detailed how AI tools are now used to automatically convert legacy code into modern languages like Java, auto-generate requirement documents, create test cases, and validate the new system against the old.

This, she said, doesn't eliminate jobs but necessitates a massive upskilling and cross-skilling effort. She described a fundamental shift in talent strategy, moving from an FTE-based model to a capability-based model. Roles are evolving, she noted, from "tester" to "Software Development Engineer in Test (SDET)" and from "developer" to "AI developer." She concluded by emphasizing that this shift allows for the creation of "lean, high-impact teams" that drive tangible business outcomes through predictive analytics, fraud detection, and personalized customer experiences.

Deveena Chopra
Director - Tech Mahindra

Mr. Mayank Sharma

Mayank Sharma focused his remarks on the quantifiable value and future frontiers for GCCs. He reframed India's value proposition, moving beyond arbitrage to what he termed "value arbitrage." He provided a powerful data point, calculating that the current per-capita value added by a GCC employee in India is approximately $37,000-$38,000, a figure on par with the per-capita incomes of Japan and South Korea. He projected this value to grow exponentially as the sector expands from $110 billion to potentially $200 billion. On the topic of AI, he stated that its greatest value is in placing "the developer closest to the problem," enabling innovation from anywhere, even humorously citing the possibility of prototyping an application while stuck in Bangalore traffic. He urged GCCs to look beyond software and engage deeply with the hardware and IoT ecosystem.

He highlighted the Indian government's $20 billion Semicon mission as a golden opportunity for GCCs to innovate in the automotive and electronics sectors, where over 60% of components are chip-dependent. Finally, he stressed the importance of tier-2 and tier-3 cities, advocating for partnerships with ITIs and government training centers to build a talent pipeline that is ready to tackle physical hardware problems, thereby expanding the GCC footprint beyond major metros.

Mayank Sharma
Regional Head, South Asia & Southeast Asia, Android Enterprise Partnerships, Google

Mr. Diwakar Rai

Diwakar Rai offered a provocative and detailed prediction of the future GCC operating model. He began with a disclaimer, referencing a news story about an AI model threatening its creators to illustrate that the technology is still in a volatile "hype-bust" cycle. Looking towards 2040, he forecasted a 30-30-30 workforce blend: 30% core employees (domain experts and agent managers), 30% AI agents, and 30% "prosumers" (a term he borrowed from Alvin Toffler, meaning producer-consumers, i.e., consultants and freelancers). He clarified that jobs would not disappear but transform, with freshers potentially being hired to train and augment AI agents. To prepare for this future, he argued that the most critical gap to address is in the education ecosystem. While praising initiatives like Maharashtra's GCC policy and micro-centers, he called for a revolutionary approach.

He proposed the UK's "feeder school" model, where industries partner with schools from grade five to nurture talent specifically for their needs. He emphasized that skills like sales, marketing, and communication—essential for any professional to articulate their value must be ingrained early through practical, case-study-based learning, not theoretical bookwork. He concluded that a foundational shift in education is the key to unlocking the 2040 vision for GCCs.

Diwakar Rai
Head Retail and Director,
Global Capability Sustainability Centres

In response to an audience question on preparing MBA students and faculty, the panel shared the following insights:

"

Devina Chopra reiterated that AI literacy is now a universal requirement. She pointed out that school children are often more AI-literate than professionals and encouraged MBA students and faculty to leverage the vast array of online courses from platforms like Udemy and Udacity to build foundational knowledge.

"

Divaker Rai argued that while management fundamentals are timeless, the operating playbook is changing. His key recommendation was for academia to move beyond end-of-program internships and engage in co-creation of Intellectual Property (IP) with industry from day one of a student's academic journey.

"

Sandeep Kulkarni added an international perspective, citing the "pre-graduate" programs common in the UK, where students split time between university and companies. He emphasized that the most effective method is to have industry leaders participate in the boards of studies at universities, helping to design a curriculum that imbues practical, real-world skills from the outset.

Panel 2

Digital Trust and Compliance in a Global Context: How GCCs Are Adapting to India's DPDP Act and Emerging Cybersecurity Frameworks

The chairperson for this session was Mr. Mahadeo Jaiswal

Mr. Mahadeo Jaiswal

Mr. Achyuta Ghosh

Mr. Sushant Bhushan

Ms. Pallavi Jayaswal

Mr. Sumit Sharma

Mr Mahadeo Jaiswal

The panel on "Talent Architecture for GCC 4.0" was moderated by Professor Mahadeo Jaiswal, who began by posing a foundational question to Achutya Ghosh about the ecosystem supporting GCCs. Achutya provided a perspective looking towards 2030, predicting that while more GCCs will be established in India, they will become smaller in headcount, which will stabilize around 2028-2029 due to automation. He emphasized that the nature of talent will shift dramatically, stating that AI fluency will become a universal requirement across all roles, not just for specialists.

He argued that while AI builders and thinkers might constitute only 1-2% of the workforce, the remaining 98% must be proficient in using AI tools, understanding data fundamentals, and AI ethics. He concluded that softer skills like problem-solving, critical thinking, and communication will become the key competitive differentiators as they remain uniquely human.

Mahadeo Jaiswal

Mahadeo Jaiswal

Founding Director - IIM Sambhalpur

Mr. Achyuta Ghosh

Achyuta forecasts a significant evolution for India's Global Capability Center (GCC) ecosystem by 2030. While acknowledging its current massive scale of over 1,800 GCCs and 2 million employees, he predicts a shift in growth patterns. He anticipates that revenue will continue to rise and new GCCs will be established, but the centers themselves will become smaller, with overall headcount stabilizing after 2028-2029. This transformation is driven by the rise of AI and the shift towards "services as software," where automated agents will take on more delivery work, fundamentally reshaping the traditional organizational structure.

Achutya emphasizes that universal AI fluency will become a baseline requirement for the entire workforce. He posits that uniquely human soft skills like problem-solving and critical thinking will emerge as the ultimate competitive advantage in the future.

Achyuta Ghosh

Executive Research Leader - HFS Research
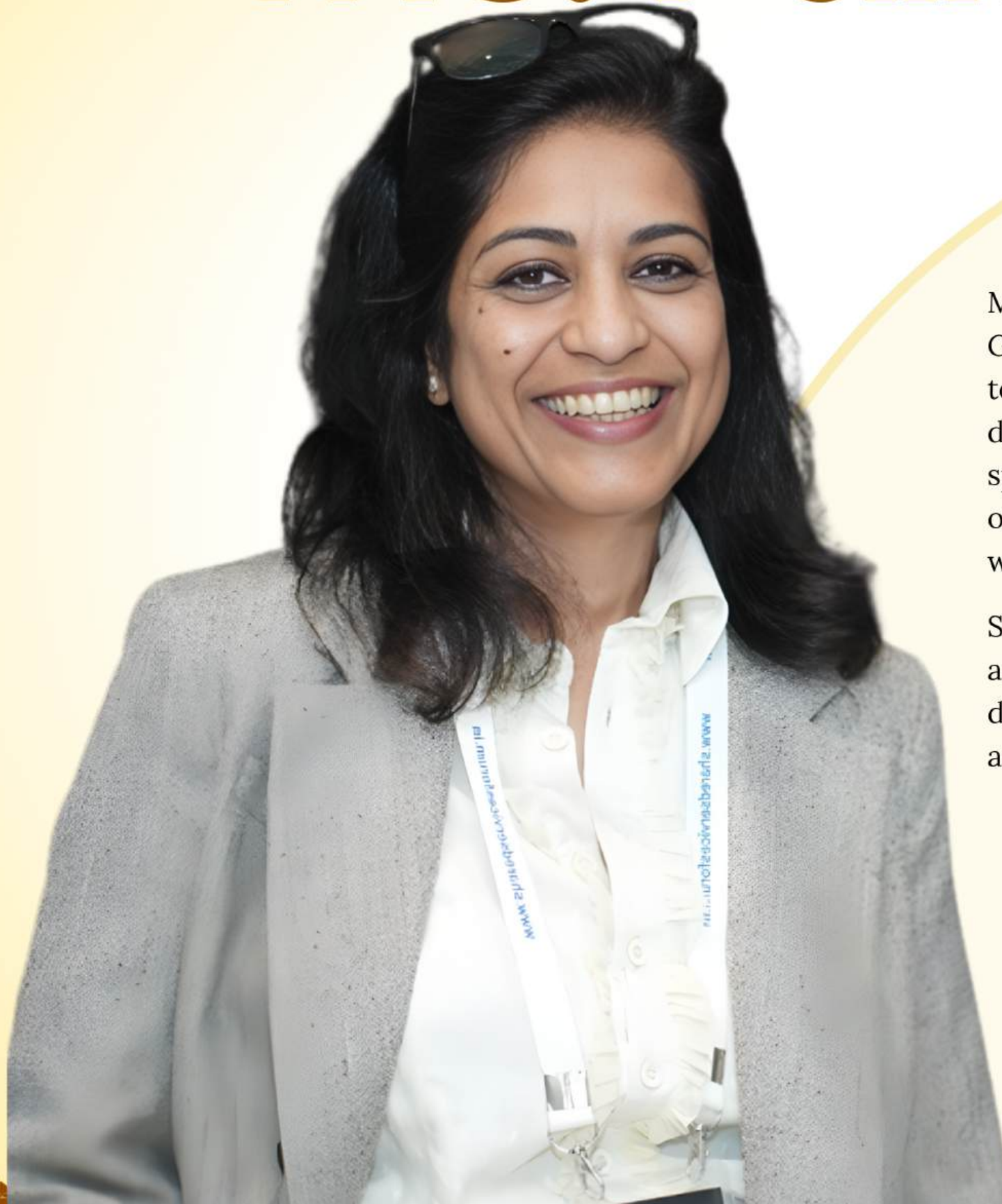
Mr. Sushant Bhushan

Professor Jaiswal then turned to Sushant Bhushan, asking about the future of data analytics roles in the age of AI. Sushant strongly agreed that the talent model must evolve from being output-driven to outcome-driven. He introduced the concept of "T-shaped" talent, requiring both deep technological expertise and a broad understanding of the enterprise context. He was critical of the academic curriculum, noting its inability to keep pace with technology that changes every 12-18 months.

To bridge this gap, he proposed a three-pronged approach: immersion, which involves educating faculty through industry partnerships to bring practical context; integration, by bringing real-world GCC problems into the classroom; and innovation, through creating GCC-led studios where students can work on niche skills from the very start of their education.

Sushant Bhushan

Sushant Bhushan

Global Leader - Data, Insight & AI, And India GCC Leader

Circle K

Ms. Pallavi Jayaswal

Ms. Pallavi Jayaswal provided a historical context, tracing the evolution of GCCs from the 1990s "shared services centers" focused on cost arbitrage to the modern "value centers" that demand a seat at the business decision-making table. Addressing the talent question, she identified a specific gap, noting that GCCs are no longer looking for purely technical or purely functional experts, but for "techno-functional" professionals who blend both skill sets.

She stressed that this need applies to all levels within a GCC and urged a differentiated approach to curriculum development, calling for distinct interventions to address the immediate, medium-term (2030), and long-term (2040) needs of the industry.

Pallavi Jayaswal

GVP- GCC Industry Engagement & Service

SSF Global

Mr. Sumit Sharma

Sumit Sharma, speaking from his consulting background, framed the current shift as a move from GCC 3.0, which was about digital transformation and execution, to GCC 4.0, which is about "ownership." He asserted that this requires a fundamentally different skill set focused on leadership and decision-making. He highlighted emerging, niche roles in cybersecurity, such as OT security and digital privacy, and in AI, particularly in AI governance and risk management. He saw a huge opportunity at the confluence of AI and cybersecurity. Sumit summarized the essential skills for GCC 4.0 into three areas: hands-on proficiency, an interdisciplinary mindset, and soft skills specifically tailored for global collaboration and influencing decisions.

Sumit Sharma
Director - AI Business Growth - Leader
KPMG

The audience engagement began with a question about the focus on soft skills. Sushant Bhushan responded succinctly, stating that the core skill is no longer problem-solving, which AI can handle, but "problem-framing," the artistic skill of understanding and defining the context of a problem, which is where academia should focus. Another audience member asked about faculty internships to bridge the context gap. Sushant expanded on his earlier point, describing this as "immersion" and "reverse mentoring," where the industry's practical "art" is married with academia's theoretical "science" to create magic in the classroom. Achutya Ghosh shared a successful model of a "port structure" where GCCs, clients, and academia collaborate, slashing go-to-market time by 50-60%.

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A final question from the audience directed at Achutya Ghosh concerned the role of GCCs in the Viksit Bharat vision. Achutya reframed the GCC expansion as a "human transformation story," not a technological one, driven by skilled and courageous individuals. He stated that GCCs are vital for creating the high-paying jobs and R&D capability needed to power India's GDP growth, with the talent eventually diffusing into other sectors like startups. Professor Jaiswal concluded the panel by adding a visionary proposal, suggesting that the Indian government itself should adopt the GCC model, establishing "government capability centers" in every district to ensure efficient, faceless service delivery and drive inclusive growth nationwide.
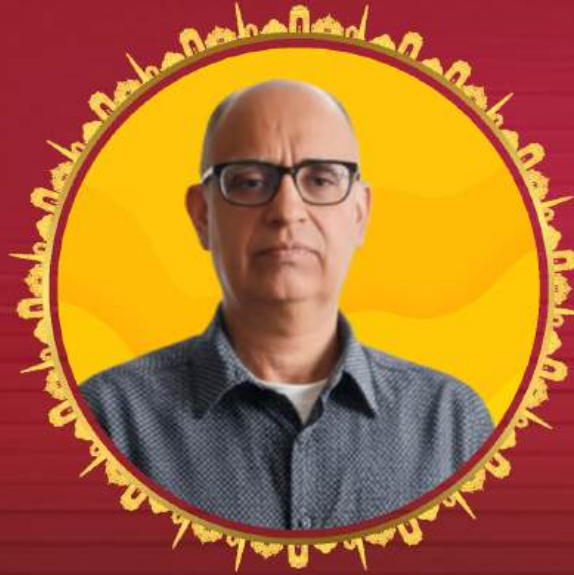
Panel 3

Talent Architecture for GCC 4.0: Redefining Skills, Curriculum, and Collaboration Models Between Industry and Academia

The chairperson for this session was Mr. Rajesh Menon

Mr. Rajesh
Menon

Mr. Jagdish
Prasad

Mr. Sangeet
Rai

Mr. Daniel
Goh

Mr. Rajesh Menon

The third panel session provided a deep dive into the critical topic of 'Digital Trust and Compliance in a Global Context: How GCCs are Adapting to India's DPDP Act and Emerging Cybersecurity Frameworks.'
The discussion was chaired by Mr. Rajesh Menon.

The session was chaired by Mr. Rajesh Menon from CrowdStrike USA, who began by setting a compelling context for the discussion. He opened by acknowledging the rapid pace of technological change, noting that just as the industry was grappling with the heightened cybersecurity awareness post-COVID, new frontiers like AI and quantum computing are already reshaping the landscape.

He emphasized that this relentless innovation, while powerful, also introduces a level of unpredictability, making scalability and proactive learning paramount for Global Capability Centers (GCCs).

Mr. Menon stated that his intent was to explore what the future holds for GCCs in this complex environment, focusing on cybersecurity and the transformative role of AI.

Rajesh Menon
VP- Global Business Services - CrowdStrike

Mr. Jagdish Prasad

Mr. Jagdish Prasad began by acknowledging the expanded cybersecurity challenges in today's hybrid work environments. He identified five critical threat areas facing GCCs: first, the risk of insider threats; second, cyber extortion through phishing and social engineering; third, supply chain attacks, which he highlighted as the most underestimated risk; fourth, the complexities of data privacy laws; and fifth, persistent email and phishing attacks.

He particularly emphasized the growing danger of supply chain vulnerabilities, explaining that modern digital ecosystems rely on multiple interconnected systems - from e-commerce platforms to payment gateways and banking systems - where a single vulnerability in any component can compromise the entire chain.

He cited the example of the Log4j vulnerability to illustrate how dependent organizations are on third-party components. Mr. Prasad also noted that emerging technologies like AI are accelerating these threats, making sophisticated attacks faster and easier to execute. He stressed that comprehensive vendor evaluation and security assessment have become crucial, though these practices still don't receive adequate attention in most organizations.

Jagdish Prasad

Sr Director & Head of India Development Centre, Descartes Systems, Canada

Mr. Sangeet Rai

The conversation then turned to Mr. Sangeet Rai, who was asked from a legal standpoint how GCCs can strengthen customer data protection without compromising on operational speed and efficiency.

Mr. Sangeet Rai emphasized that from a regulatory and legal perspective, the foremost priority for GCCs is crafting robust contracts. He stated that all agreements dealing with customer and company data must be meticulously drafted. He highlighted the unique position of GCCs as data custodians handling information from multiple jurisdictions, meaning they must comply not only with India's DPDP Act and IT Act but also with international regulations like the GDPR and laws in Singapore, Hong Kong, and others.

He further advised that strong legal arrangements must extend to third-party vendors. Mr. Rai recommended including strong indemnity clauses, securing insurance coverage, and, crucially, avoiding caps on liability for vendors to ensure accountability.

He concluded by noting that these strong legal frameworks, combined with technical measures like regular audits and a zero-trust security model, are essential for building the confidence of parent companies and global customers in India's ability to be a trusted custodian of data.

Mr. Sangeet Rai explained that India's data protection framework has evolved from the IT Act, 2000 to the new Digital Personal Data Protection (DPDP) Act. He highlighted a key distinction: while the DPDP Act imposes heavy penalties on organizations for data breaches, it does not provide direct compensation to affected individuals, who must seek recourse through separate civil suits. He concluded that GCCs must navigate this layered domestic framework while also complying with international regulations like GDPR.

Sangeet Rai

Partner Rayasa Law Partners, India

Mr. Daniel Goh

Mr. Daniel Goh was asked about the key lessons GCCs have learned from ransomware incidents and whether effective defense depends more on technology or workforce readiness. In his response, he identified a critical common challenge: the gap between regulatory expectations and technological expertise. He explained that a purely technical forensic report, which fails to narrate the organization's due diligence and business-oriented efforts, can inadvertently create regulatory liability. Therefore, he emphasized that effective defense is not a choice between technology and workforce readiness but a balance of both. He concluded that while technological capabilities are essential, the workforce's knowledge and experience in interpreting and communicating these efforts to regulators is equally crucial, reinforcing his core premise that cybersecurity is fundamentally about business risk, not just a technological problem.

This perspective on balancing technical and human factors complements his earlier points on incident response. He had previously reframed cybersecurity as a core business risk, connecting it to the strategic role of GCC 4.0. He asserted that cohesive tabletop exercises are an absolute necessity for preparedness, highlighting that a GCC's integrated structure provides holistic oversight. To be truly response-ready, he concluded that a GCC must be embedded in the broader business continuity process, including Business Impact Analysis (BIA) and regular simulations.

Daniel Goh
Managing Partner - Asteria Visions

Panel 4

The Innovation Imperative: Positioning India's GCCs at the Core of Global R&D and AI-driven Transformation

INDUCTUS
THE GLOBAL GCC SUMMIT
27th November 2025
New Delhi, INDIA

The chairperson for this session was Ms. Sujata Avula

Ms. Sujata
Avula

Ms. Shuchi
Agarwal

Mr. Abhishek
Tandon

Mr. Rohit
Singh

Mr. Deepak
Boora

Ms. Sujata Avula

Ms. Sujata Avula, synthesizing the discussion as moderator, highlighted monetization and mindset shifts. She pointed out that AI initiatives must eventually earn money, not just save it. She noted the persistent challenge from European boardrooms where leaders demand clear business impact but are reluctant to share data—a trust gap.

She concluded that beyond processes and talent, a strategic shift in mindset is critical for GCCs to overcome legacy perceptions and fully realize their potential as innovation partners.

Sujata Avula
Director HR Strategy and Transformation
Barclays - Ex PWC

Ms. Shuchi Agarwal

Ms. Shuchi Agarwal emphasized the importance of strategic alignment and systematic innovation. She argued that GCCs must first align their vision with headquarters (HQ) and establish themselves as partners, not just order-takers. To secure budgets for high-risk R&D, she advised GCCs to "show themselves as the organization that can provide innovative ideas, give technically strong solutions at low cost and at high speed.

" This requires building capabilities, running fast-paced innovation sprints, and pitching ideas directly to CXOs. She cited examples like Novartis and Pfizer's Indian GCCs, which now lead end-to-end drug development and analytics. For her, the ultimate metric for GCC success is creating "360-degree value"—impacting not just finances but also sustainability, customer experience, and talent.

Shuchi Agarwal
VP - Innovation Strategy - Accenture

Mr. Abhishek Tandon

Mr. Abhishek Tandon focused on the power of influence and a product mindset. He extended the idea of having a "seat at the table" to having "influence at the table," defined by the ability to generate ideas, build business cases, and communicate value to the mothership. He emphasized that GCCs must own the end-to-end lifecycle of solutions, shifting from being instruction-led to leading with solutions.

On measuring AI innovation ROI, he proposed a triple framework: Return on Employee (productivity), Return on Investment (process optimization), and Return on Future (new revenue streams). A key hurdle he highlighted is India's low patent filing rate (~2% globally), urging GCCs to drive more proprietary R&D to be seen as true innovation centers.

Abhishek Tandon
Senior Director, AI LTMindtree

Mr. Rohit Singh

Mr. Rohit Singh brought a cybersecurity and trust-centric viewpoint to the discussion. He emphasized that securing digital assets and building trusted connections between HQ and GCC is foundational for innovation, noting that "cyber and AI go hand in hand." Trust, he argued, is built through consistent governance, people, and processes.

He shared a practical example where his company's India GCC designed and will manufacture an IoT sensor for a global oil giant —a testament to earned trust and capability. He also noted positive momentum in India's high-tech patenting and IP creation, supported by government schemes and industry-academia partnerships.

Rohit Singh

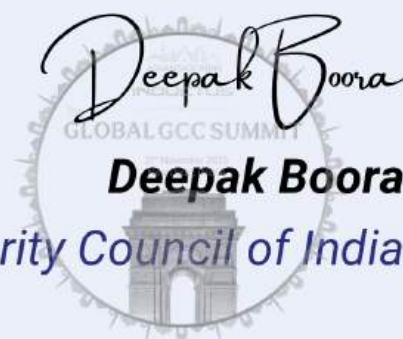*Managing Director & Board Member,*
Telesoft Technologies, UK

Mr. Deepak Boora

Mr. Deepak Bhoa consistently underscored talent as the core engine for all transformation. He identified the development of skilled professionals as the "golden nugget" for GCCs, stressing the need to groom research-minded talent from a young age and promote diversity through initiatives like cyber-skilling for women.

He believes that strong local leadership (like Deutsche Bank's India GCC CEO) and enforcing regulations like the DPDP Act will build the trust needed for data sharing. His summary was clear: India has talent volume, but the future depends on developing "talent depth"—quality and specialization—to execute ambitious R&D mandates.

Deepak Boora

Director - Data Security Council of India

Inductus Group and Asteria Visions
Forge Strategic Cross-Border
GCC Partnership

A significant step toward structured international collaboration in the Global Capability Center (GCC) ecosystem was taken at The Global GCC Summit 2025, with the signing of a Memorandum of Understanding (MoU) between Inductus Group and Asteria Visions.

The signing of the MoU was done in the esteemed presence of Mr. Vivek Raguraman, First Secretary (Economic) of the Singapore High Commission in New Delhi, whose support underscored the diplomatic importance of fostering deeper economic and technological ties between India and Singapore.

This partnership is strategically designed to leverage the unique strengths of both regions: India's deep GCC capabilities and talent pool, combined with Singapore's digital maturity and strategic market access. The agreement establishes a clear framework for joint efforts in key areas such as consulting, cybersecurity, engineering, and digital delivery.

The collaboration is purpose-built to address the evolving needs of global enterprises, enabling both organizations to co-create and deliver integrated solutions across the APAC, Middle East, and European regions. For Inductus Group, this MoU reflects a commitment to staying at the forefront of the GCC landscape by building meaningful partnerships that ensure relevance and value in supporting the next phase of global operations and innovation.

This alliance underscores a forward-looking vision, moving beyond traditional models toward synergistic, cross-border partnerships that drive tangible outcomes in the dynamic global digital economy.
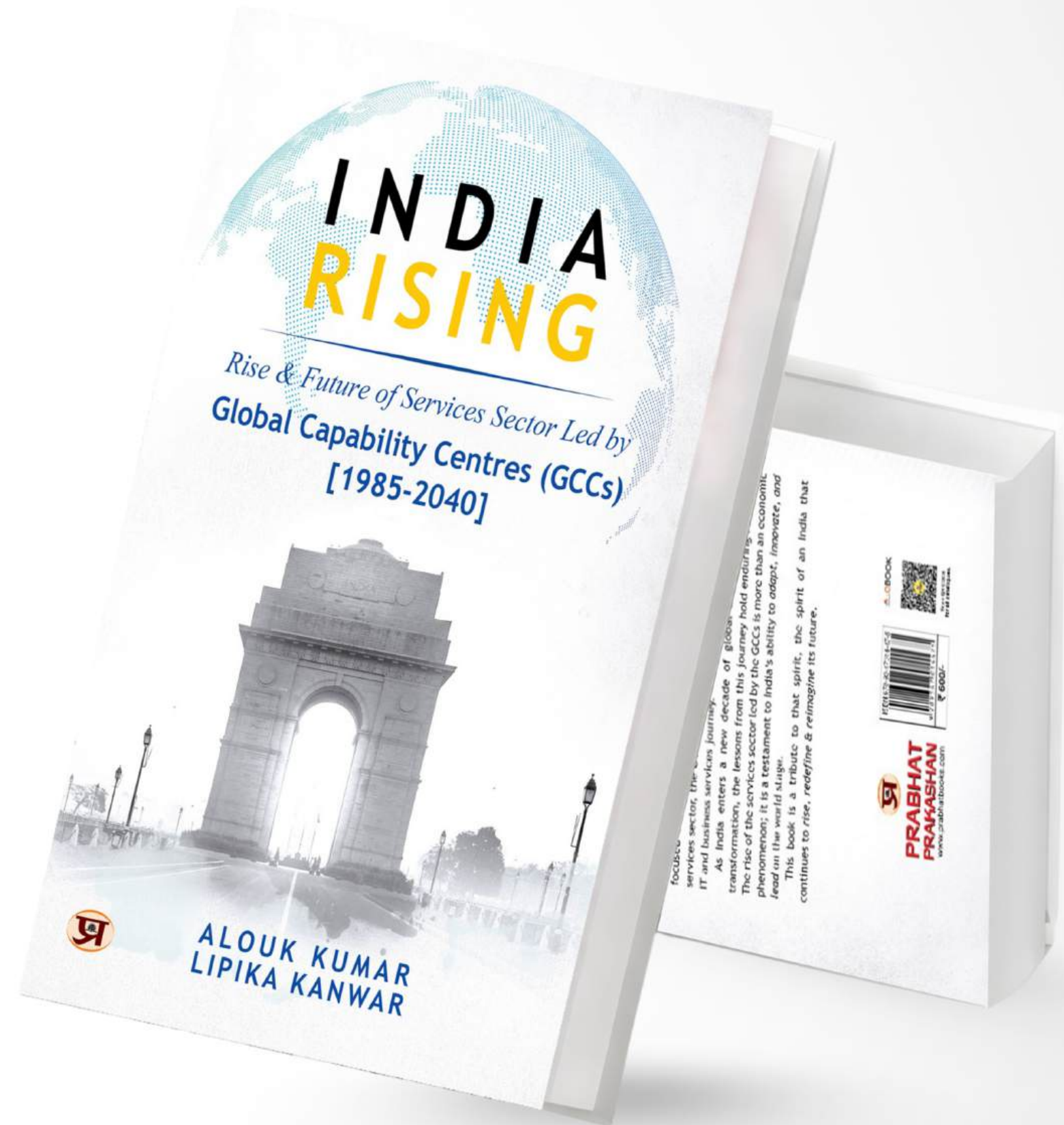
A Definitive Milestone

THE LAUNCH OF

India

RISING

Rise & Future of Services Sector Led by

**Global Capability Centres (GCCs)
[1985-2040]**

For decades, understanding the complete narrative of India's Global Capability Centers (GCCs) required assembling a puzzle from scattered pieces. Leaders, strategists, and analysts had to navigate fragmented insights across policy, corporate strategy, and talent evolution to grasp the true scale and impact of this transformative ecosystem.

That era of ambiguity has now concluded.

In a landmark moment at The Global GCC Summit 2025, Inductus proudly unveiled the seminal research book: 'INDIA RISING – Rise & Future of Services Sector Led by GCCs in India (1985–2040).' This publication stands as the first single, authoritative compendium to chronicle the sector's journey in its totality.

The book serves as an essential timeline and analytical framework, structured across three critical horizons:

- The Past: It meticulously traces the genesis, from the pioneering IT outsourcing models of the 1980s and 1990s to the establishment of integrated global captives, mapping the foundational decades of cost and talent arbitrage.
- The Present: The analysis provides a granular examination of the GCC's modern identity as strategic co-creation engines—centers of innovation, digital transformation, and competitive advantage that are central to global enterprise strategy.
- The Future: Offering a rigorous, forward-looking perspective, the book projects the sector's trajectory towards 2040, exploring its evolving role in shaping global business, technology, and economic landscapes.

INDIA RISING

is designed to be an indispensable resource for:

01 CXOs and Strategy Leaders are evaluating and planning their organization's next phase of growth and capability expansion in India.

02 GCC Heads and Leaders seeking to benchmark their operations, anticipate trends, and contextualize their center's role within the broader macro-economic and strategic landscape.

03 Analysts, Investors, and Policymakers who require a structured, data-driven understanding of one of the world's most dynamic growth engines.

This book provides the foundational knowledge necessary to navigate and lead in the next chapter of the GCC revolution. To secure your insights into the past, present, and future of this powerhouse sector, reserve your copy today.

'INDIA RISING' will be available for purchase shortly on all major retail and digital platforms, including Amazon and Flipkart.
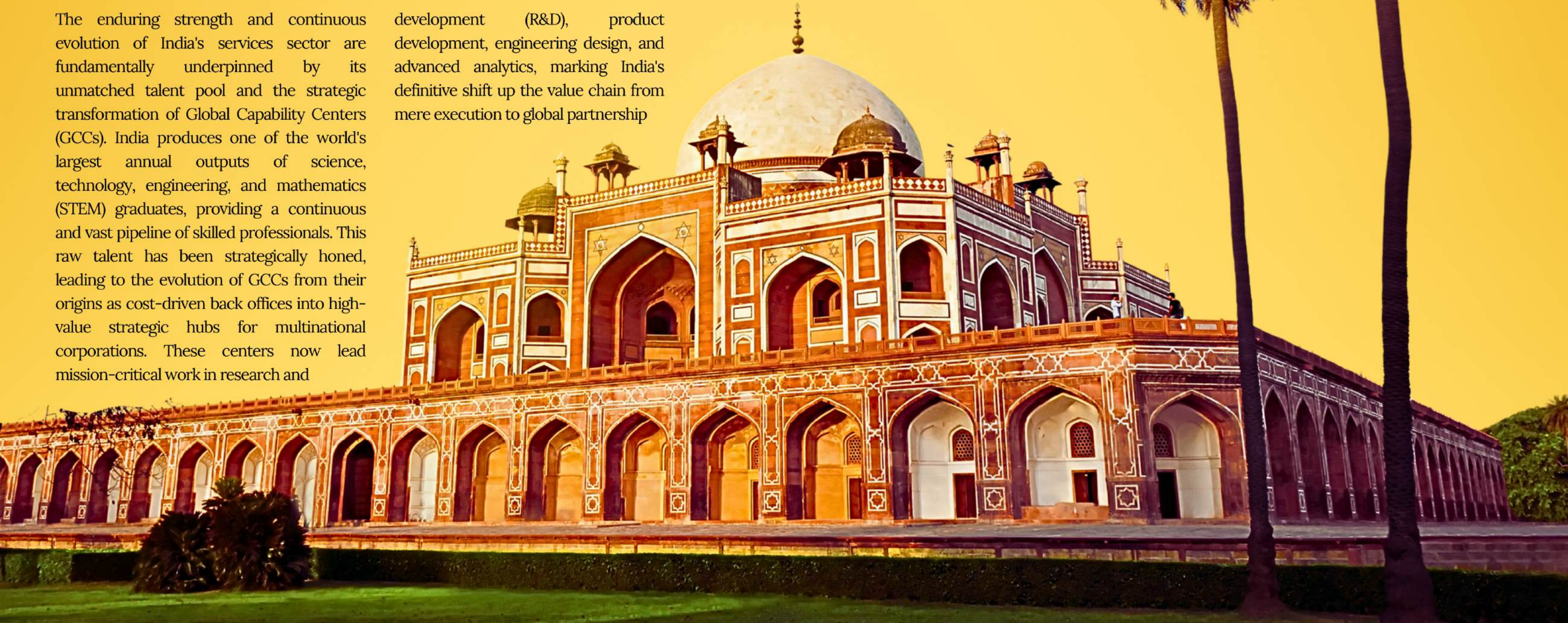
ADVANTAGE
INDIA

and innovation. Furthermore, the workforce is rapidly becoming proficient in cutting-edge technologies like Artificial Intelligence (AI) and Machine Learning (ML), ensuring the nation's competitiveness in the future digital landscape.

The enduring strength and continuous evolution of India's services sector are fundamentally underpinned by its unmatched talent pool and the strategic transformation of Global Capability Centers (GCCs). India produces one of the world's largest annual outputs of science, technology, engineering, and mathematics (STEM) graduates, providing a continuous and vast pipeline of skilled professionals. This raw talent has been strategically honed, leading to the evolution of GCCs from their origins as cost-driven back offices into high-value strategic hubs for multinational corporations. These centers now lead mission-critical work in research and development (R&D), product development, engineering design, and advanced analytics, marking India's definitive shift up the value chain from mere execution to global partnership

A second, revolutionary advantage is India's unique Digital Public Infrastructure (DPI), which acts as a powerful force multiplier for the entire economy. Initiatives like Aadhaar for digital identity, the Unified Payments Interface (UPI) for instant payments, and DigiLocker for document storage have created a robust, scalable, and low-cost digital platform known as the "India Stack." This infrastructure dramatically accelerates digital adoption, fosters innovation, and streamlines service delivery across both government and private sectors. This foundational stack, combined with one of the world's largest internet and mobile user bases, creates a massive live testbed that allows digital services—from fintech and e-commerce to health-tech—to be deployed and scaled at an unprecedented pace and low cost.

Beyond talent and digital foundations, India continues to offer a compelling value proposition through its sustained cost-competitiveness and proven business resilience. The sector has moved beyond the narrative of mere cost-cutting to provide a world-class operating environment that delivers a compelling blend of high-quality, innovative services at a strategic cost, which is essential for global business optimization. This is backed by exceptional operational resilience, a capability starkly demonstrated during the COVID-19 pandemic when the sector seamlessly transitioned its massive workforce to a secure work-from-home model without major service disruption. This maturity, honed over decades, offers international clients critical supply chain stability for their intellectual and knowledge-based work, making India a reliable and strategic partner.

Finally, the sector's dynamism is fueled by India's vibrant innovation and startup ecosystem. The country is home to a rapidly growing number of unicorns and a dynamic culture of entrepreneurship that acts as a continuous feeder for new ideas, technology adoption, and skilled talent for the larger services sector. A particularly forward-looking aspect of this ecosystem is the focus on 'Sovereign AI'—the development of AI solutions tailored for Indian languages and socio-economic nuances. This effort positions the country to be a leader in inclusive and responsible AI adoption, creating entirely new service lines and industry breakthroughs that can be exported to other markets. In conclusion, the true strength of India's services sector lies in the powerful synergy between its deep talent pools, revolutionary digital infrastructure, enduring cost-value proposition, and a vibrant startup culture, creating a virtuous cycle that ensures its role as a central node in the global network of innovation for years to come.

INDIA R SING

Towards 2040

The Global Capability Center (GCC) ecosystem in India is on an aggressive trajectory of expansion and evolution, transitioning from a reliable delivery model to a fundamental pillar of strategic global enterprise and national economic growth. The data projections through 2040 illustrate three primary shifts: the democratization of the GCC model driven by mid-market firms, the technological re-definition of the talent profile, and the exponential surge in economic value creation.

The Proliferation of GCCs: The Mid-market Driver

The most striking projection is the sheer scale of expansion, with the total number of GCCs projected to quintuple from 1,800 in 2025 to 9,000 by 2040. This proliferation is not driven by the established Fortune 500 giants, but rather by the rapidly growing mid-market segment.

Reasoning for
Mid-market Dominance:

Cost and Innovation Imperative: This acceleration is primarily attributable to the rapid adoption of the GCC model by mid-market global organizations, whose establishment rate is projected to significantly outpace that of large corporations. These organizations face intense pressure to remain market-relevant in the face of digital disruption, especially from emerging technologies like Artificial Intelligence (AI). They are compelled to reduce operating costs while simultaneously accelerating innovation-led research and development (R&D).

Compositional Shift: The percentage of GCCs belonging to mid-market organizations is projected to climb steadily, increasing from 60% in 2025 to 70% in 2030, and eventually reaching 80% of the total 9,000 centers by 2040. Conversely, the share held by Large Corporation GCCs will decline from 40% to 20%. This highlights the accessibility and maturity of the Indian ecosystem, which now allows smaller, more agile global firms to establish high-impact captive operations without the prerequisite massive capital outlay previously required.

Talent Dynamics

Automation and the Rise of High-Value Roles

While the total talent pool within GCCs is set to grow dramatically, the deployment strategy is being fundamentally redefined by technology.

Massive Headcount Expansion: The total human resources deployed within GCCs is projected to increase from 1.9 million in 2025 to 8.0 million by 2040. This creates a substantial demand for 4.5 million additional workforce over the 2030–2040 decade, underscoring the sector's continued role as a premier employment generator.

The AI Impact on Efficiency (The Falling Average): Crucially, the Average Number of Projected Workforce Per GCCs is expected to decline from 1,050 in 2025 to 900 in 2040. This counter-intuitive trend—fewer employees per center despite massive overall expansion—is a clear indication of two strategic shifts, the integration of AI-led automations and the addition of new, high-value functions and roles. AI, Robotic Process Automation (RPA), and Generative AI (GenAI) will automate routine, transactional tasks (such as data processing or basic support), allowing GCCs to scale their business impact without proportionally increasing headcount.

Role Transformation: The jobs created will shift from low-value, execution-heavy tasks to high-value roles. The demand will concentrate on talent for innovation-centric functions: AI/ML engineering, deep product development, cybersecurity, data science, and strategic business partnership roles that orchestrate automation and provide contextual intelligence. This transforms the GCC talent pool into a highly specialized, future-ready cohort.

Economic Contribution

From Cost Center to Strategic Value Engine

The most powerful indicator of the sector's strategic evolution is its projected economic contribution, which will outpace the overall growth of the Indian economy.

Exponential Value Generation: The Total Annual Economic Value Generated by the GCCs is projected to increase nearly sevenfold, from USD 65 billion in 2025 to USD 450 billion by 2040. This leap signifies that GCCs are firmly moving beyond simple cost savings (labor arbitrage) to driving core business revenue and creating significant Intellectual Property (IP) for their parent organizations.

Increased GDP Share: As India's economy is projected to grow from an Expected Size of 4.19 trillion in 2025 to 14.0 trillion in 2040, the GCC sector's % Contribution to GDP is set to multiply by over four times, rising from 1.53% to 7.10%. The sector's outsized growth rate relative to the national economy confirms its position as a disproportionately high-value segment, driven by exports of complex digital and engineering services. This cement's the GCC sector's place as a primary engine for India's service exports and high-end economic activity in the coming decades.

Emerging Trends

An Analysis of New Trends Shaping Global Capability Centers (GCCs)

The Global Capability Center (GCC) landscape is undergoing a profound transformation driven by underlying technological and structural shifts in the global economy. This section explores the dominant qualitative forces driving the sector's evolution, expanding the GCC's mandate from mere cost centers to strategic value engines.

The Democratization of the GCC Model: Mid-market Expansion

The rapid surge in GCC numbers is being overwhelmingly driven by the entry of mid-market global organizations, signifying that the GCC model is no longer exclusive to the world's largest enterprises; it has become accessible and essential for a broader range of companies.

The Innovation Imperative: Mid-market firms are using the GCC model to achieve dual goals: accelerate innovation-led research and development (R&D) to gain a competitive edge, while simultaneously securing cost efficiencies that fuel future growth.

Agile and Focused Operations: These mid-market centers often start leaner than their large corporate counterparts, focusing on niche, high-value functions—a strategic approach that contributes to the overall projected decline in the average workforce size per center. The increasing dominance of these firms is the primary force behind the overall growth trajectory of the sector.

The Transformative Impact of Generative AI (GenAI)

The integration of advanced technologies is reflected in the projected decline of the average workforce size per center, indicating a shift toward technology-augmented operations.

Automation of the Routine: GenAI and related automation technologies are systematically absorbing routine, predictable, and repetitive tasks across multiple functions. The resultant efficiency allows the rapidly multiplying GCCs to deliver substantially greater global impact with a lower average headcount than historically possible.

Job Augmentation and Value Focus: The primary effect of GenAI is job augmentation. It frees employees to focus on high-judgment, problem-solving, and creative work. This strategic re-focusing underpins the enormous increase in the sector's Total Annual Economic Value Generated, as the workforce is dedicated to strategic R&D and creating high-value Intellectual Property (IP).

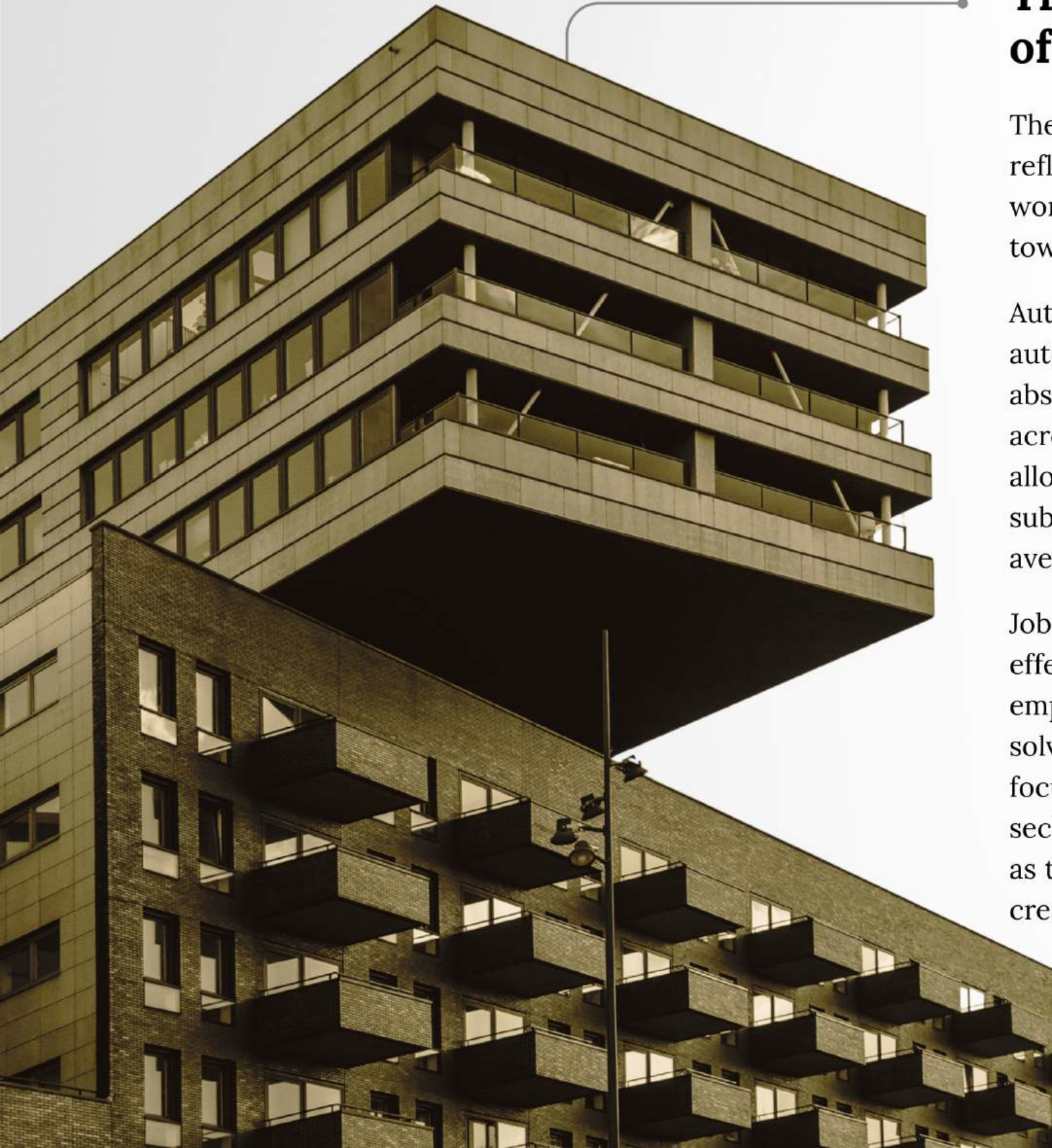## The Pivot to a Skills-Based Economy

To support the massive expansion of the GCC workforce, the sector must fully commit to a skills-based talent economy, prioritizing competency over traditional credentials.

Valuing Competency over Credentials: Talent demand is highly concentrated in specialized, high-demand domains: AI/ML engineering, advanced data science, deep product development, and sophisticated cloud architecture.

Strategic Upskilling and Future-Readiness: GCCs are adopting agile talent models, prioritizing continuous upskilling and reskilling programs to quickly build and deploy teams based on dynamic technological requirements, especially crucial for mid-market firms seeking niche skills.

Evolving Strategic Roles and Operating Models

The following trends detail the changing function and structure of GCCs as they assume a more central role in global enterprise strategy.

GCCs as the Services Sector Vanguard

GCCs are rapidly moving beyond their traditional scope of shared services (IT, Finance, HR) to become multifunctional hubs that integrate deep domain expertise across the entire enterprise value chain.

Multifunctional Elevation: The scope of services is expanding into complex, strategic functions such as Marketing, Legal, global sustainability, and integrated reporting (ESG), and supply chain transformation. GCCs are evolving into centers of excellence (CoEs) for these functions, driving global standardization and process maturity.

Strategic Alignment: This functional expansion ensures that GCCs are no longer seen as secondary units but as critical components that directly shape the organizational strategy, product innovation, and customer-centric business development of the parent company.

Evolving Engagement Models and Strategic Partnerships

To accelerate setup, access specialized expertise, and manage operational complexity, GCCs are moving toward flexible, hybrid operating models and deep ecosystem integration.

Hybrid Operational Models: While the captive model remains dominant, there is a strategic rise in hybrid frameworks such as the Company Owned, Partner Operated (COPO) and Build-Operate-Transfer (BOT) models. These models allow companies to retain intellectual property (IP) and strategic control while leveraging local partners for rapid mobilization, risk mitigation, and day-to-day operational expertise.

Ecosystem Integration: GCCs are actively forming strategic alliances with local universities, technology startups, and specialized service providers. This allows them to tap into niche capabilities, accelerate innovation-led R&D, and quickly integrate cutting-edge technologies that would be difficult or slow to develop in-house.

Cybersecurity: The Non-Negotiable Core

As GCCs become primary innovation and R&D hubs holding critical global data, their function has shifted from simply supporting security to actively becoming the center of global cyber resilience.

Guardians of Resilience: GCCs are transforming from reactive support entities into proactive, strategic powerhouses that design, implement, and manage global cyber defenses. This includes establishing dedicated Cyber Fusion Centers and Privacy Centers of Excellence.

Proactive Defense Strategy: The adoption of advanced concepts like Zero Trust Security and AI/ML-driven threat detection is standard practice. The future role of the GCC is to map and shape the defense across the entire digital ecosystem, ensuring that every phase of digital transformation is secured, compliant, and enabled with rapid recovery capabilities.

Trends in
Geographic Diversification

Driven by the need for risk mitigation, sustainable growth, and access to new talent pools, the GCC growth story is expanding beyond established metropolitan centers.

Strategic Expansion to Tier 2 Cities: While Tier 1 cities remain the core hubs, there is a clear strategic push toward establishing new centers and expanding existing ones into Tier 2 locations (e.g., Pune, Jaipur, Kochi). These emerging cities offer lower operational costs, improved infrastructure, and a less competitive, loyal talent market.

Risk Mitigation and Business Continuity: This diversification acts as a crucial strategic move to mitigate operational risks associated with dependence on a single location, ensuring greater business continuity and providing a more resilient, geographically distributed footprint for global operations.

News

Recent GCC Launches & Strategic Expansions in India

SCI Semiconductors has announced its keen interest in establishing a Global Capability Centre (GCC) in Bengaluru, with the state government, through Minister M B Patil, assuring full support for the proposed investment and future collaboration, reinforcing the city's status as a premier tech hub.

L'Oréal is significantly expanding its Indian footprint by setting up one of its largest global capability centres in Hyderabad, which will be distinct from its existing research facilities and will focus on global technology, innovation, and research mandates, a strategic priority highlighted during a recent visit by the company's global board.

Vanguard, one of the world's largest investment firms, has officially inaugurated its first GCC in Hyderabad, a centre planned to become its largest global technology hub by 2029 with over 2,300 employees, with leadership calling it a "talent play" and praising the high quality of candidates and the city's innovation ecosystem.

Carlsberg Group has launched its first-ever IT GCC in Gurugram, with a complementary team in Hyderabad, as a key milestone in its global digital transformation journey; managed by GSPANN, the centre will employ over 300 professionals in its first phase to provide IT services and drive automation for its global operations.

Marriott International is establishing its first offshore GCC, named the Marriott Tech Accelerator, in Hyderabad, marking the first such centre by a hospitality company in India; focused on technology and cybersecurity, it is expected to commence full-scale operations by Q1 2025 with an initial hire of around 300 professionals.
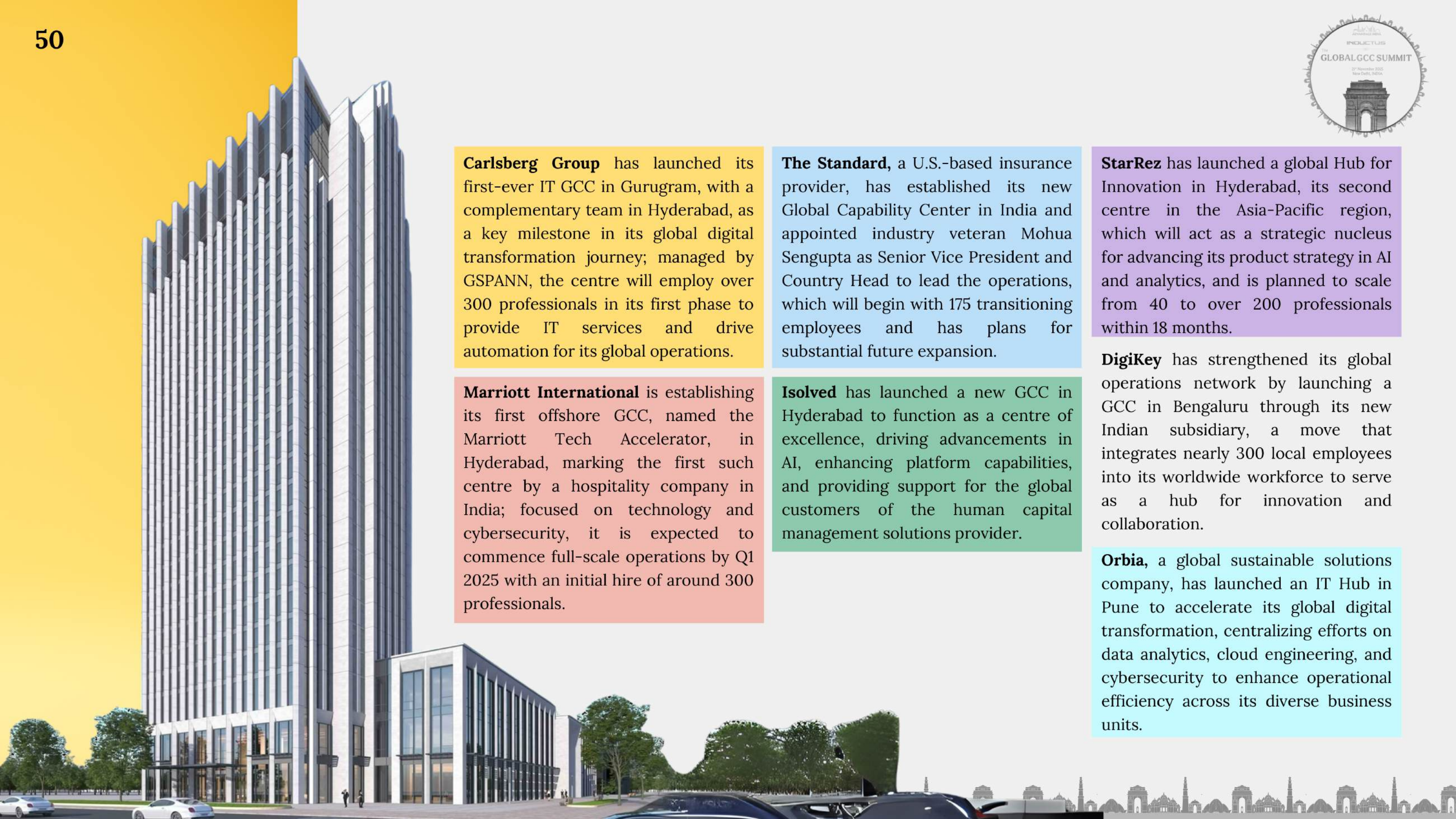
The Standard, a U.S.-based insurance provider, has established its new Global Capability Center in India and appointed industry veteran Mohua Sengupta as Senior Vice President and Country Head to lead the operations, which will begin with 175 transitioning employees and has plans for substantial future expansion.

Isolved has launched a new GCC in Hyderabad to function as a centre of excellence, driving advancements in AI, enhancing platform capabilities, and providing support for the global customers of the human capital management solutions provider.

StarRez has launched a global Hub for Innovation in Hyderabad, its second centre in the Asia-Pacific region, which will act as a strategic nucleus for advancing its product strategy in AI and analytics, and is planned to scale from 40 to over 200 professionals within 18 months.

DigiKey has strengthened its global operations network by launching a GCC in Bengaluru through its new Indian subsidiary, a move that integrates nearly 300 local employees into its worldwide workforce to serve as a hub for innovation and collaboration.

Orbia, a global sustainable solutions company, has launched an IT Hub in Pune to accelerate its global digital transformation, centralizing efforts on data analytics, cloud engineering, and cybersecurity to enhance operational efficiency across its diverse business units.

Set-up & Ecosystem

Strategic Developments and Leadership

GIFT City

is strategically positioning itself for its next wave of growth by targeting Global Capability Centres (GCCs) as a primary driver for 2026, with MD Sanjay Kaul promoting its cost efficiencies and superior quality of life compared to tier-I cities as key advantages in attracting this new segment.

Maharashtra

has set out an ambitious plan to outpace southern states in GCC investments, launching a new policy that includes the creation of India's first dedicated "GCC City" near the Navi Mumbai airport by early 2026, coupled with a package of incentives and accelerated infrastructure development.

Infosys

has unveiled a new AI-first service model designed to help companies transform their Global Capability Centres into strategic innovation hubs, offering a framework that covers the entire GCC lifecycle and integrates its proprietary AI platforms to embed intelligence into core operations.

Hexaware

has appointed Aditya Jayaraman as its new India Country Head, tasking him with leading the company's growth agenda for enterprises and GCCs under its GCC 2.0 framework, leveraging his extensive experience in cloud and AI from previous roles, including at AWS.

Genpact

has appointed Dinesh Jain as its Global Capability Center Lead, where he will spearhead efforts to help clients design, scale, and transform their GCC strategies by leveraging agentic operations and advanced technologies, drawing on his deep background in technology and GCC delivery.

Gloplax

a specialist GCC advisory firm, has appointed seasoned GCC leader Tanay Kediyal as Partner and Head of Client Partner Management, reinforcing its practitioner-led approach by leveraging his over 28 years of experience in leading major centres for companies like Allstate and Wells Fargo.

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