

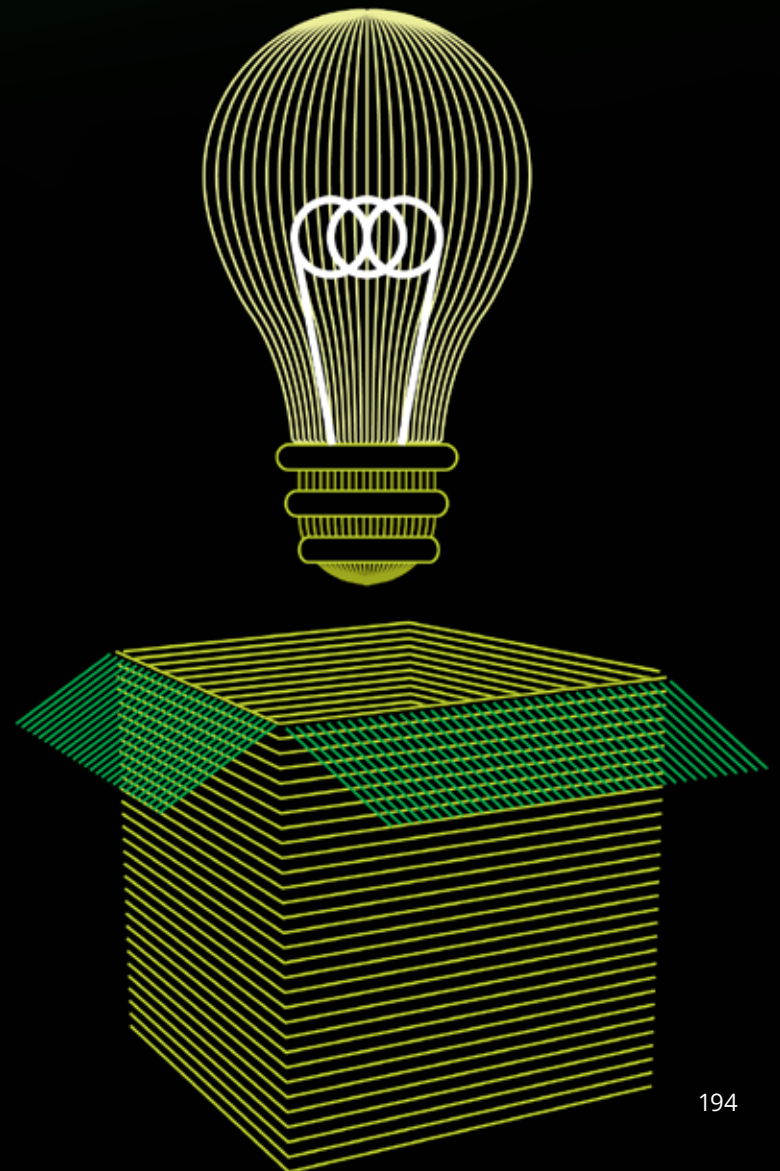
# Office of GCC

Global Capability Centres (GCCs) in India are evolving beyond mere cost-saving units; they are becoming innovation hubs and strategic partners for MNCs. By aligning with the digital strategies of their parent organisations, using diverse data sources and forming alliances with leading players in the ecosystem, GCCs are uniquely positioned to transform business processes, unlock customer value and drive competitive advantage.

To succeed, GCCs may address three

**"Attending Coalesce was a great experience. The event brilliantly fused a great environment with breakthrough ideas, offering deep insights into the evolving role of GCCs and igniting inspiring conversations around innovation and leadership. The dedicated networking sessions provided a fantastic opportunity to connect with industry peers and experts, paving the way for future collaborations. A big thank you to the wonderful Deloitte team for being such gracious hosts—they set a wonderful platform for ideas and connections."**

**– Tom Kandrikal,  
Vice President – GBS, India**



imperatives:

- **Align digital strategy with business outcomes**

A design thinking approach that focuses on the fundamental question— “Who is my customer?”— redefines business processes and fosters a start-up mindset.

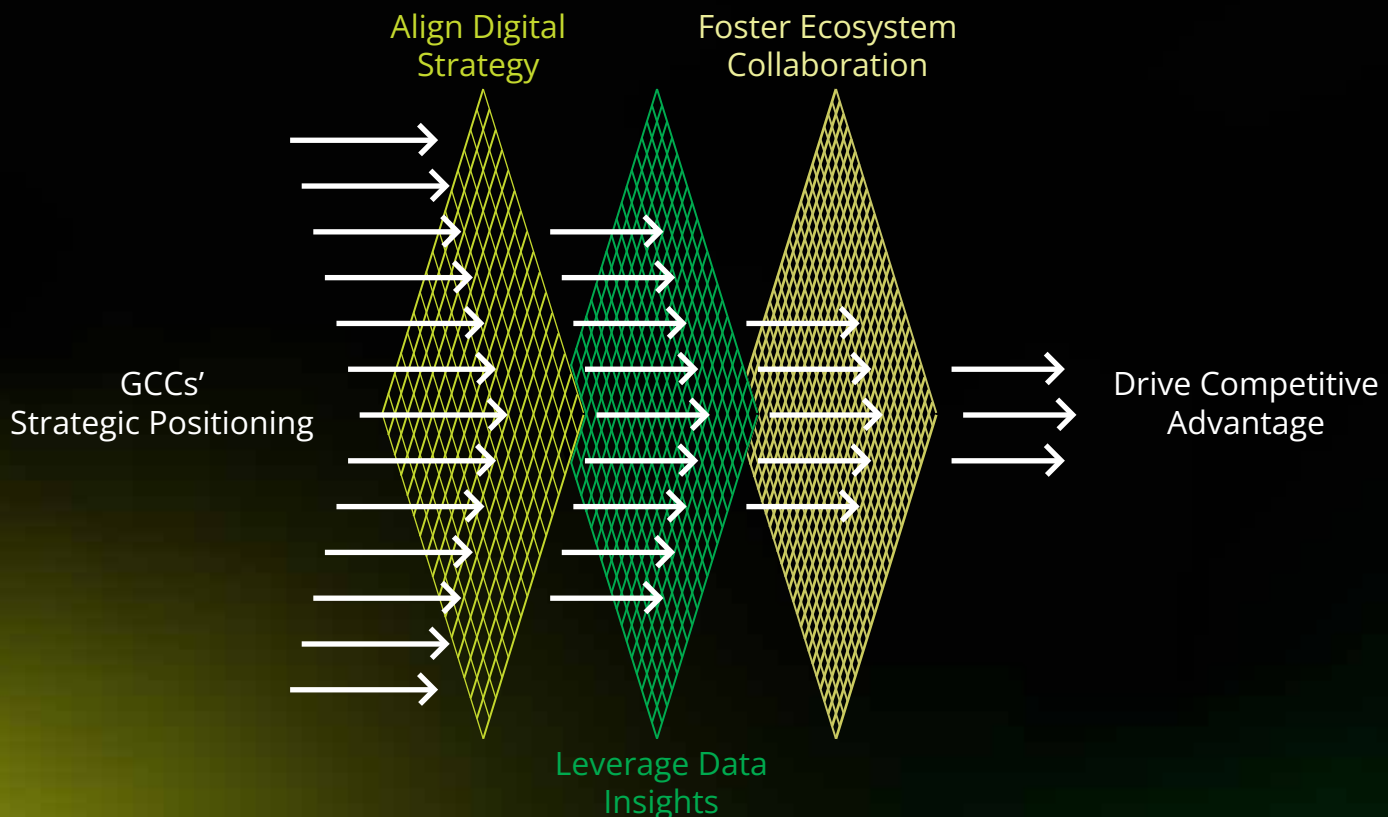
- **Use data as a strategic asset**

Unified data from multiple sources enables GCCs to deliver actionable insights, de-silo organisations and co-create transformative solutions.

- **Embrace ecosystem collaboration**

Collaborating with technology leaders accelerates innovation and scales impact.

Transforming GCCs into Strategic innovators



## The changing role of GCCs: From cost centres to strategic enablers

In the past decade, India's GCCs have become essential parts of their parent organisations. With over 1,700 GCCs employing 1.9 million professionals and contributing approximately US\$64.5 billion annually to India's economy, their significance is undeniable.

However, their impact varies widely. A GCC's success hinges on its ability to transition from merely providing functional expertise to actively co-creating strategic value. The traditional maturity model is being replaced by a more dynamic perspective, allowing GCCs to distinguish themselves based on how effectively they use ecosystems, data and digital transformation to generate value.

To unlock their full potential and create a strategic impact, GCCs should concentrate on three core imperatives that align their capabilities with the evolving demands of their parent organisations.

- **Aligning digital strategy with business outcomes**

To unlock transformative value, GCCs should align digital initiatives with their parent organisations' strategic objectives. By focusing on a customer-first approach and reimagining business processes, GCCs can achieve impactful outcomes that promote business growth and innovation. Leaders must redefine the customer to include functional owners and end customers, ensuring initiatives deliver value across the entire value chain.

Operational  
efficiency

Business  
growth



Innovation

- **Reimagining value with a design-thinking approach**

GCCs may align with their parent organisations' digital strategies to unlock value. A design-thinking approach anchored on the question, "Who is my customer?", drives this alignment:

- Mapping customer journeys:  
Identifying pain points and opportunities for digital intervention across the value chain ensures solutions address real needs.  
Example: A consumer goods GCC redesigned supply chains based on AI-driven customer insights, ensuring faster delivery of high-demand products.
- Redefining business processes:  
Digital strategy enables GCCs to reimagine workflows, reducing friction and improving speed-to-market.  
Example: A banking GCC adopted a start-up mindset, digitising mortgage processes and reducing approval times by 50 percent.

## Fostering a start-up mindset

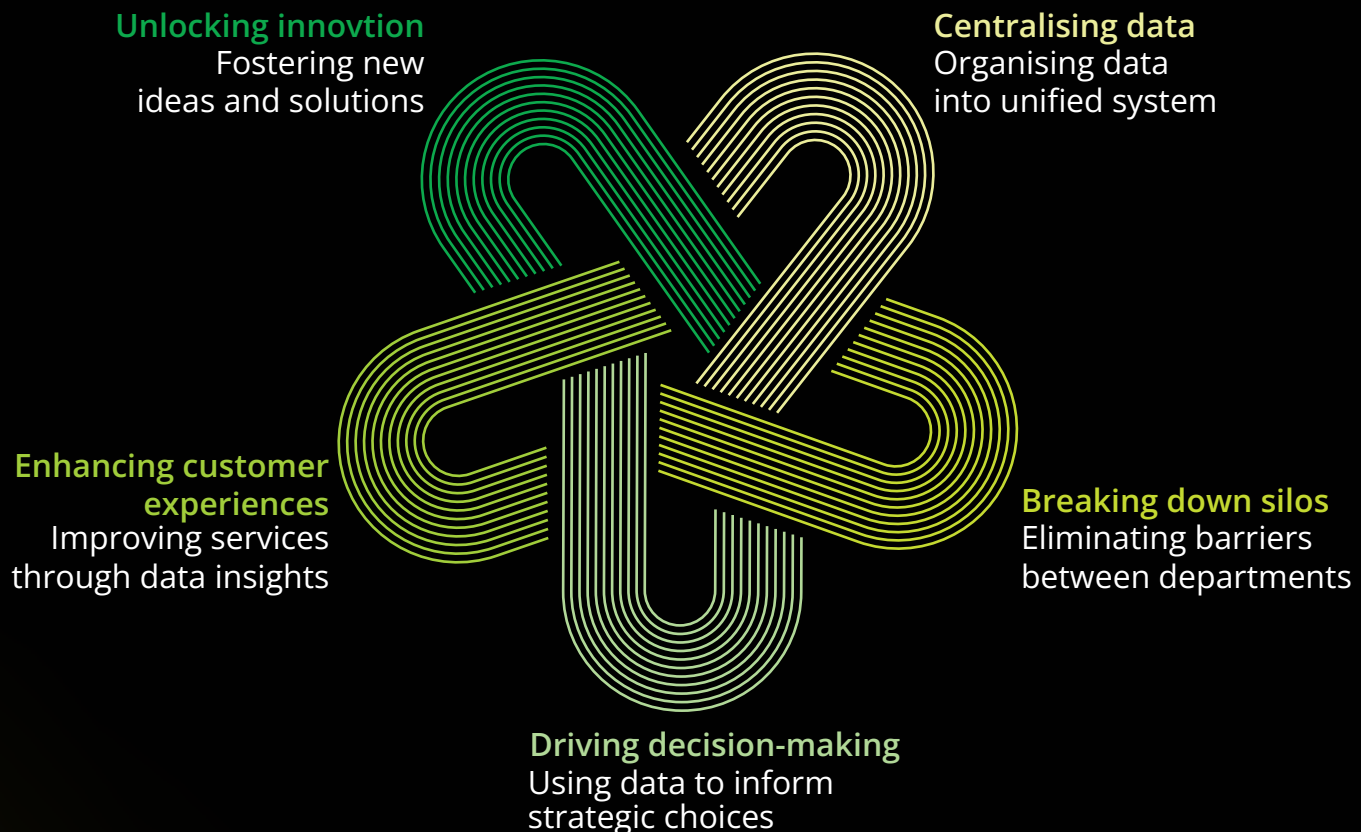
To execute a digital strategy effectively, GCCs may operate with agility:

- **Experimentation**  
Rapid prototyping allows for quick validation of new ideas.
- **Cross-functional collaboration**  
Teams combining technology, operations and customer expertise drive holistic innovation.

## Using data as a strategic asset

With access to vast and diverse data sources, GCCs are uniquely positioned to transform raw information into actionable insights. By centralising data and breaking down organisational silos, GCCs can drive smarter decision-making, enhance customer experiences and unlock innovation across the enterprise.

### Strategic data utilisation in GCCs



## Centralising data for unified insights

GCCs' access to diverse data—from customer systems, business processes and manufacturing operations—positions them uniquely to function as insight accelerators. By consolidating and analysing this data, GCCs can:

- **Enhance customer understanding**  
Unified CRM data enables personalised service and predictive engagement.
- **Optimise operations**  
Process data identifies inefficiencies and opportunities for automation.
- **Advance R&D**  
Manufacturing and IoT data fuel product innovation and operational improvements.
- **De-siloing organisations**  
Data integration breaks down organisational silos, fostering collaboration and transparency:
  - Improved decision-making: Leaders gain a holistic view of operations, enabling informed decisions.
  - Enhanced agility: Teams work cross-functionally, improving responsiveness to market dynamics.

Example: A Europe-based automotive manufacturer reduced warranty costs by 35 percent by analysing vehicle use data to identify different driving styles and correlating them with warranty claims.

- **Pushing innovation boundaries**

Data-driven insights combined with ecosystem collaborations drive transformative outcomes:

- Accelerating development: Ecosystem collaborations provide access to cutting-edge tools and platforms, enabling GCCs to rapidly prototype, test and deploy solutions at scale.
- Enhancing efficiency: Integrating data insights with advanced technologies such as AI, ML, blockchain, IoT, edge computing and quantum computing to optimise processes ensures streamlined processes, cost optimisation and improved operational transparency.

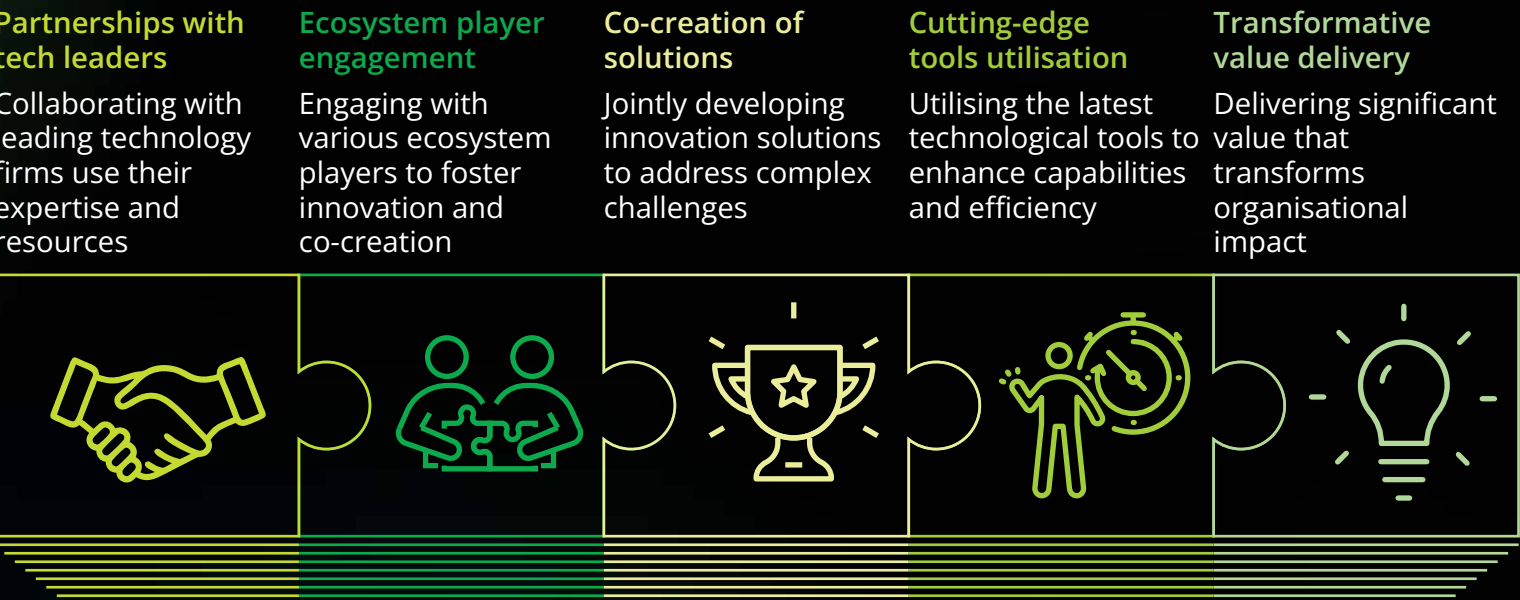
Example: A financial services GCC developed blockchain-based payment solutions in collaboration with a large global cloud provider, reducing transaction costs by 40 percent.



## Embracing ecosystem collaboration

GCCs can accelerate innovation and scale impact by collaborating with technology leaders and ecosystem players. These collaborations enable GCCs to co-create solutions, harness cutting-edge tools and drive transformative value across their parent organisations.

### Ecosystem collaboration

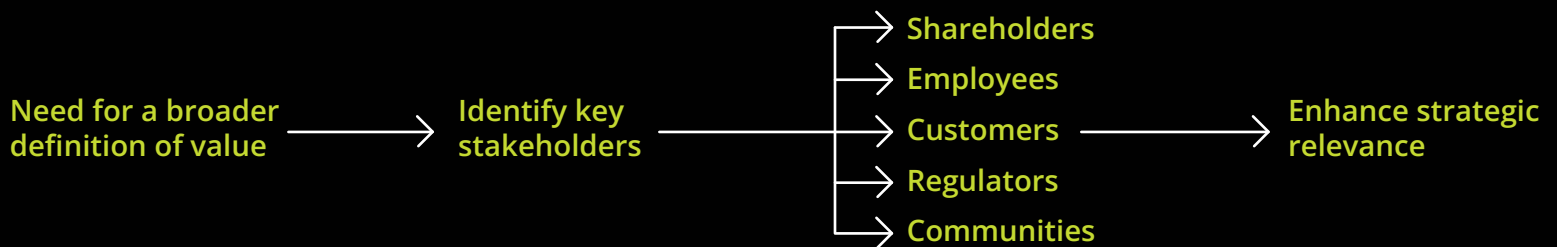




- **Using technology leaders for innovation**  
Alliances with players cloud, computing, customer relationship management and experience OEMs provide GCCs with cutting-edge tools to address their parent organisations' most pressing challenges. These collaborations enable scalability, agility and rapid innovation.
  - Cloud scalability: Cloud platforms help GCCs modernise IT infrastructure, ensuring seamless collaboration across global teams.  
Example: A global financial services organisation has been able to accelerate financial crime detection more swiftly and comprehensively than before by applying AI algorithms. Similarly, it has been able to process large volumes of data using natural language to provide investors with extensive data and analysis, enhancing decision-making capabilities.
  - Data-driven insights: Cloud computing and storage platforms unify disparate data sources, empowering GCCs to extract actionable insights that improve efficiency and decision-making.  
Example: A banking GCC used computing and storage platforms' minimal latency capabilities to enhance fraud detection, increasing accuracy by more than 25 percent.
- Customer experience transformation: CRM and experience platforms enable GCCs to craft hyper-personalised customer journeys.
- **Co-creation and rapid prototyping**  
Collaborative innovation hubs with ecosystem partners allow GCCs to pilot and scale transformative solutions.
  - Example: A manufacturing GCC collaborated with a cloud provider and a service provider to develop predictive maintenance solutions, reducing equipment downtime by up to 30 percent.
  - Ecosystem collaborations also foster agility, enabling GCCs to evaluate and deploy solutions faster than traditional in-house approaches.

- **Extending the definition of value**

For GCCs to unlock their full potential, the definition of value may go beyond delivering benefits to functional stakeholders. GCCs are uniquely positioned to create impact across a wide array of stakeholders, including shareholders, employees, customers, regulators and communities. By adopting a broader view of value, GCCs can enhance their strategic relevance and contribution.



- **Using Deloitte's enhanced stakeholder map**

Deloitte's enhanced stakeholder map provides a structured approach for GCCs to articulate and measure their impact:

- Expanding stakeholder focus: Aligning GCC contributions with internal stakeholders and external groups such as policymakers and communities.
- Aligning with strategic objectives: Mapping GCC activities to long-term organisational goals ensures relevance and alignment.
- Quantifying value creation: Moving beyond qualitative outcomes to measurable KPIs, such as market capitalisation, employee development indices, regulatory compliance and community impact.

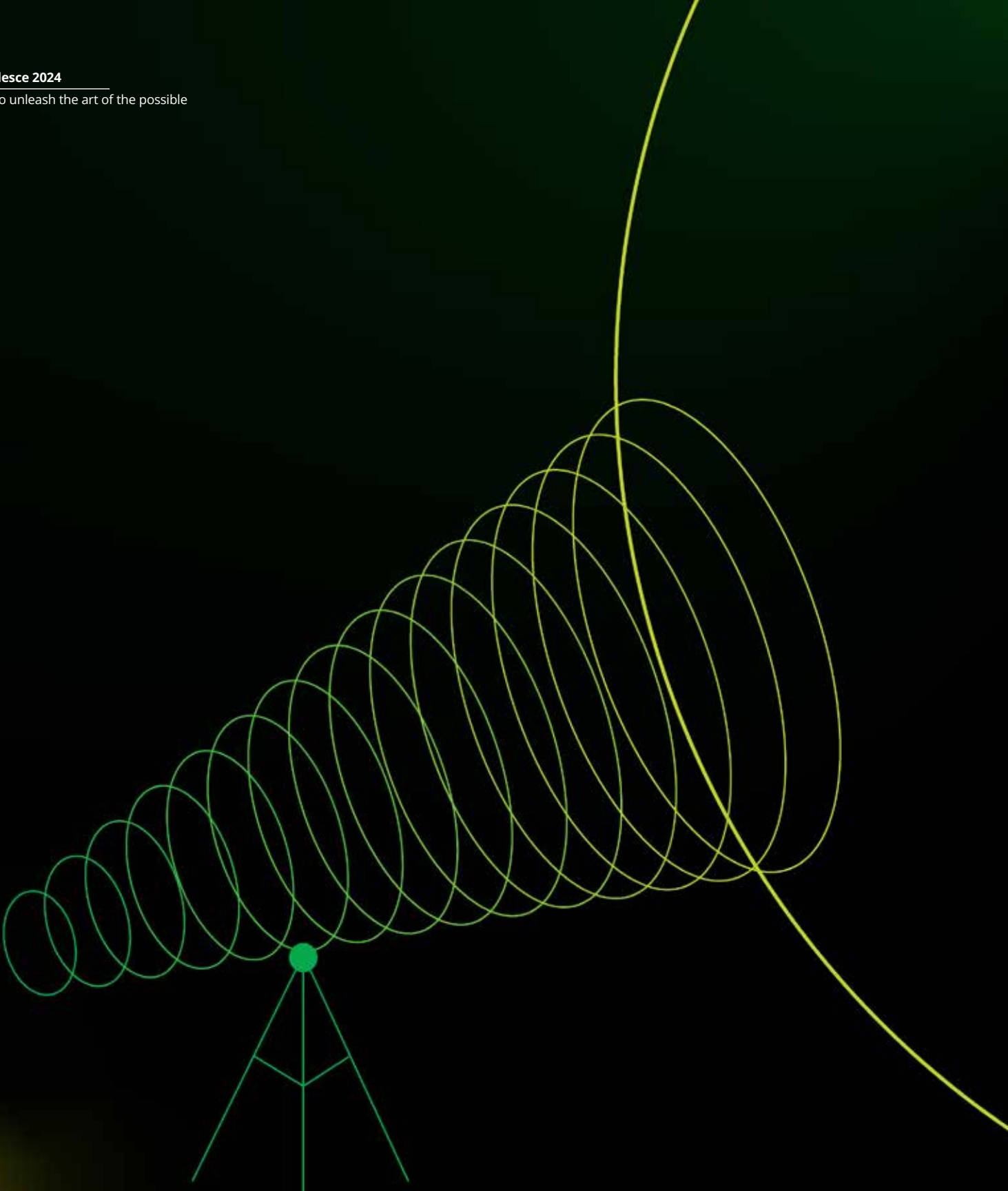
- **Positioning GCCs as ecosystem catalysts**

By broadening their definition of value, GCCs can articulate their contributions in a way that resonates across diverse stakeholder groups. This approach not only enhances their strategic positioning but also underscores their role as ecosystem catalysts, capable of balancing economic, social and regulatory imperatives.

- **Culture and diversity: The foundation for sustainable success**

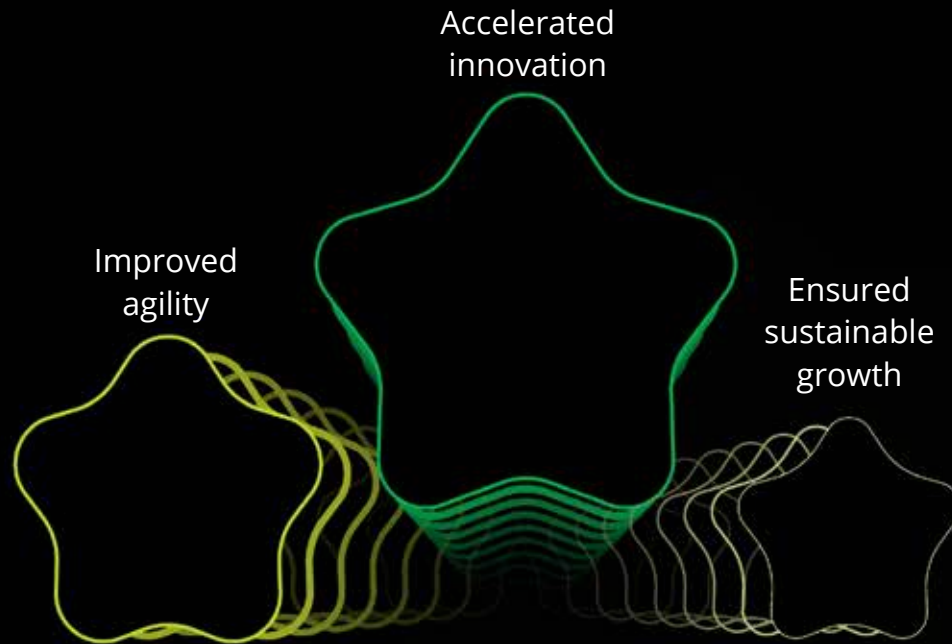
A thriving GCC culture is essential to unlocking innovation, fostering collaboration and delivering business outcomes. By embedding a commitment to Diversity and Inclusion (D&I), GCCs can tap into a broader range of perspectives and ideas, driving creativity and resilience.

- Diverse talent pools: Using India's rich talent landscape allows GCCs to build multidisciplinary teams that bring fresh perspectives to complex challenges.
- Inclusive practices: Creating environments where employees feel valued and empowered enhances engagement and productivity.
- Global-local synergy: Balancing global corporate culture with local nuances fosters alignment while respecting regional diversity.



## The way forward

GCCs are at an inflection point



To become indispensable strategic partners, they may focus on:

- Digital alignment: Adopting design thinking to redefine processes and foster customer-centric transformations.
- Ecosystem collaboration: Using alliances to co-create and scale innovations.
- Data-driven decision-making: Utilising diverse data sources to deliver insights that transform business outcomes.

By embedding these imperatives into their operations, broadening the stakeholders they serve and linking value to business outcomes, GCCs can unlock unprecedented value for their parent organisations, accelerating innovation, improving agility and ensuring sustainable growth. The future belongs to GCCs that seamlessly integrate ecosystems, data and digital strategies to deliver transformative impact.