MARCH, 2026

The GCC TIMES

2026 Strategic Edition

Mapping the Evolution from Cost-Arbitrage to Innovation-Led Ownership

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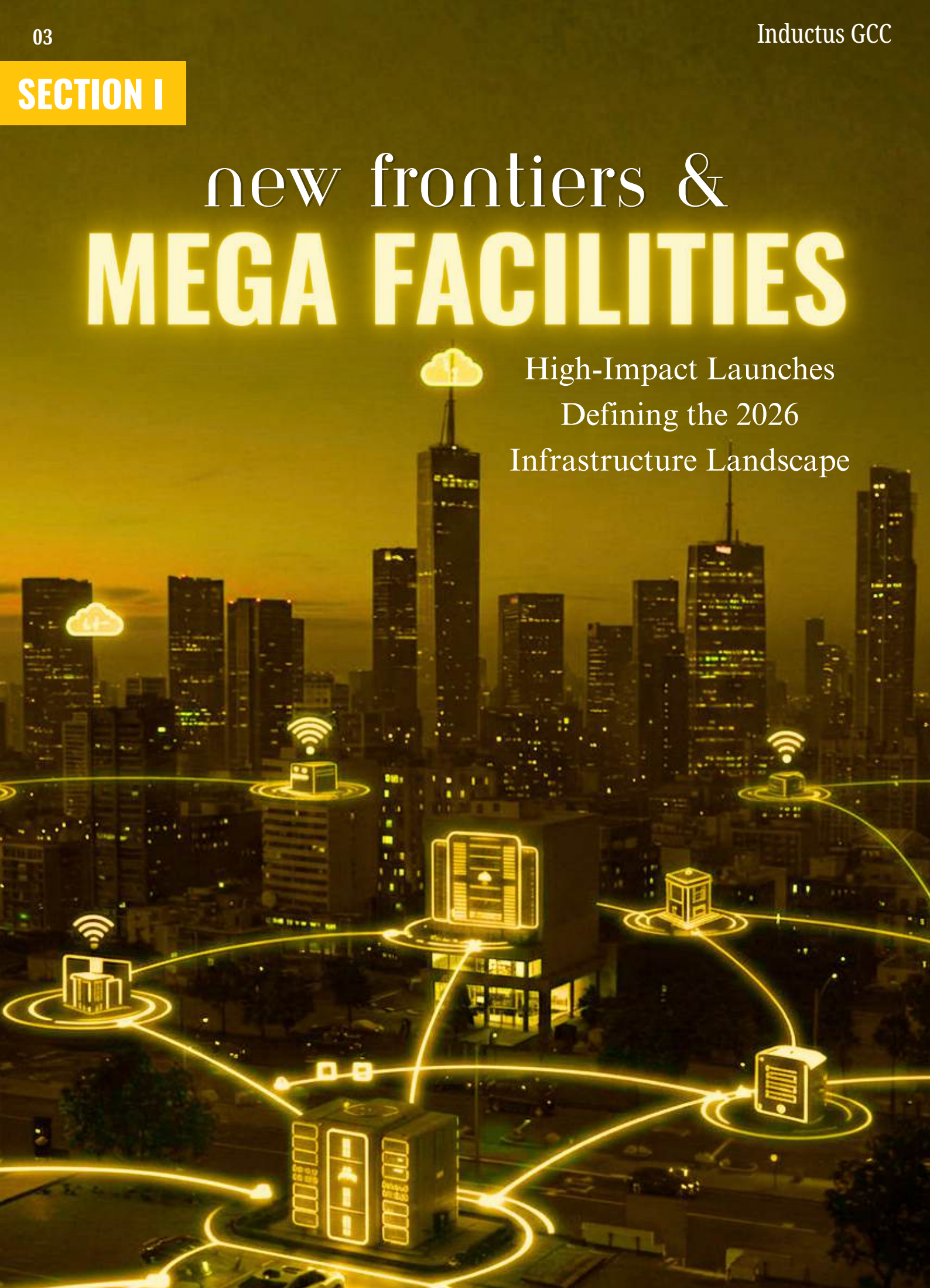
SECTION I

new frontiers & MEGA FACILITIES

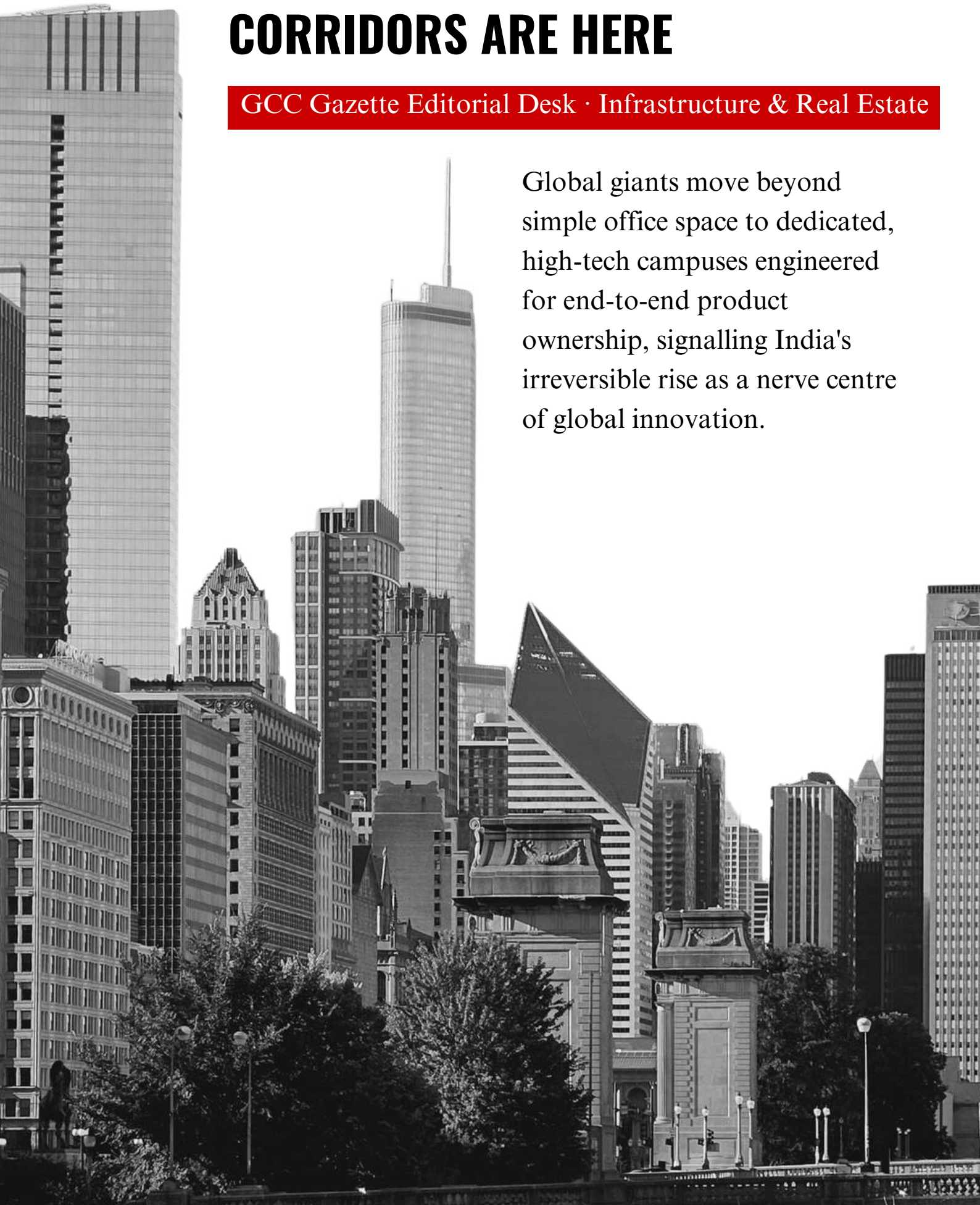
High-Impact Launches Defining the 2026 Infrastructure Landscape



INDIA'S BILLION-DOLLAR TECH CORRIDORS ARE HERE

GCC Gazette Editorial Desk · Infrastructure & Real Estate

Global giants move beyond simple office space to dedicated, high-tech campuses engineered for end-to-end product ownership, signalling India's irreversible rise as a nerve centre of global innovation.



The year 2026 will be remembered as the moment India's Global Capability Centre ecosystem graduated from a cost-efficiency play to a full-stack innovation engine. Across Bengaluru, Hyderabad, and Pune, foreign multinationals are no longer leasing floors in shared towers — they are erecting custom-built campuses with advanced laboratories, autonomous robotics cells, and AI-native infrastructure. The message to the world is unambiguous: India is open, capable, and hungry for ownership.

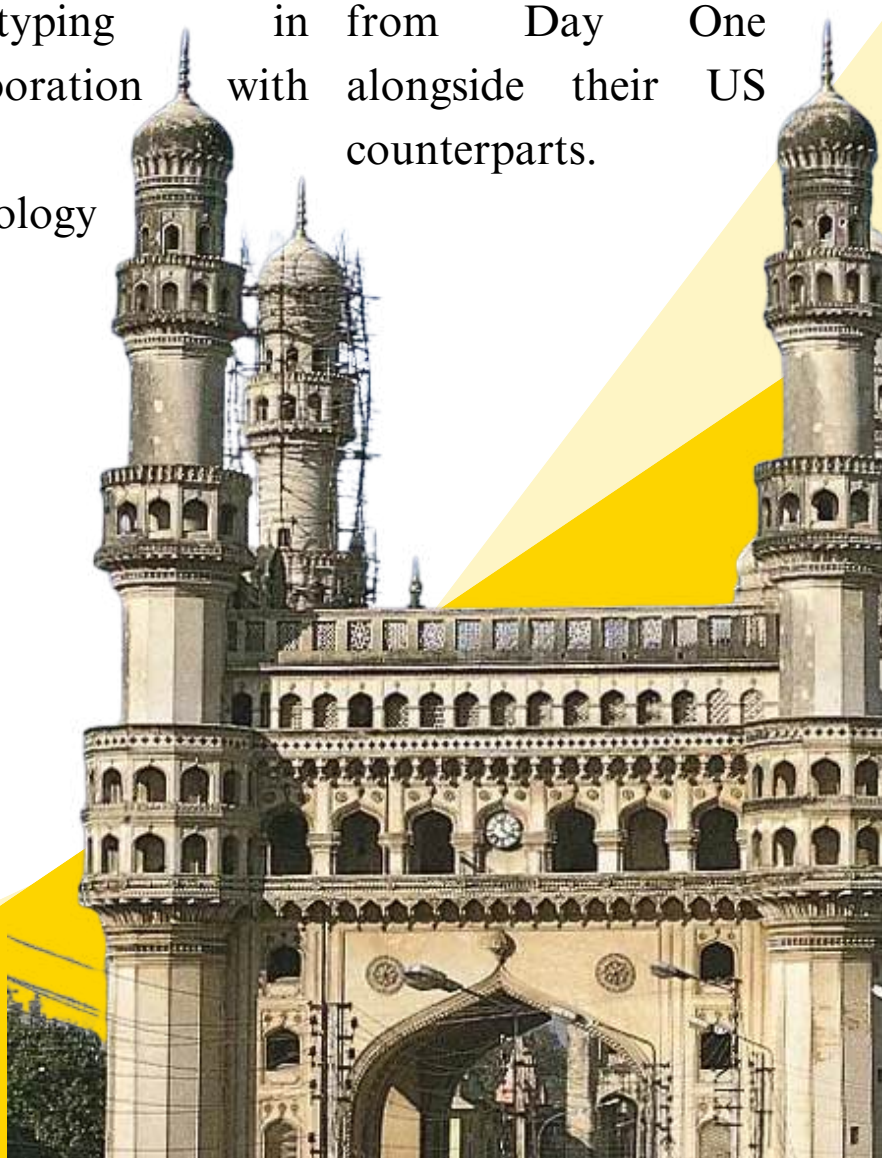
The clearest signal came from Texas Instruments, which unveiled a state-of-the-art 550,000 sq. ft. R&D facility in Bengaluru, inaugurated by Union Minister Ashwini Vaishnaw himself. The campus features cutting-edge semiconductor labs focused on high-impact solutions, cementing Bengaluru's status as the subcontinent's silicon brain. For a company of TI's pedigree to stake such a monumental footprint in India is not merely a statement of faith in the country's future; it is a declaration that the future is already here.

Meanwhile, Swiss banking giant UBS has been quietly executing one of the most ambitious hiring campaigns in Hyderabad's financial district. Expanding its Gachibowli presence, the firm plans to onboard 3,000 professionals over two years, with a deliberate focus on Artificial Intelligence, finance, and shared operations. UBS's bet reflects a broader truth: India is no longer just a talent pool; it is where AI-fluent, domain-expert professionals exist at scale, and increasingly, where the most complex financial engineering work is conceptualised, not merely executed.

"The era of the back-office is over. India is now the nerve centre."

The Hartford's formal entry into India tells a similarly compelling story. The US insurer opened a 160,000 sq. ft. hub in Hyderabad, deliberately designed to operate in a startup-like environment that enables rapid prototyping in collaboration with US technology hubs.

The design philosophy is no mere aesthetic choice. It signals a structural intent: to collapse the innovation lag that plagued offshore models for decades, and to let Hyderabad teams co-own product roadmaps from Day One alongside their US counterparts.



ArcelorMittal, the world's largest steelmaker, has launched AMGBT, Global Business & Technologies, across Pune and Hyderabad, positioning the dual-city hub as the technological spine serving operations in Europe and beyond. The mandate spans Cyber Security and Data Analytics, two domains that have emerged as boardroom priorities in the post-pandemic industrial landscape. ArcelorMittal's India unit is not merely supporting global IT; it is architecting the digital nervous system of an $85 billion enterprise.

INDUSTRIAL AUTOMATION & HEALTH TECH JOIN THE INFRASTRUCTURE RUSH

GCC Gazette · Engineering, Health & Ai Correspondent

The 2026 infrastructure wave is not exclusive to technology conglomerates and financial firms. Industrial automation specialists and health technology companies are staking equal claim to India's capability centre landscape, drawn by the same fundamentals: a deep engineering talent base, a rapidly maturing research ecosystem, and a government infrastructure investment that has quietly made India's Tier-1 cities among the most connected in Asia.

German industrial automation giant Festo has marked four decades of India operations by establishing a 71,000 sq. ft. global engineering hub near Bengaluru's Electronics City, one of the subcontinent's most mature technology corridors.

The facility is not a regional support function; it carries a global mandate for advanced engineering and industrial automation research. In celebrating its Indian anniversary with such a commitment, Festo signals that the next four decades of its global engineering story will be written, in substantial part, from Bengaluru.

VANDERLANDE: INDIA BECOMES THE SECOND-LARGEST TECH HUB GLOBALLY

Dutch logistics automation company Vanderlande has made an extraordinary statement about India's place in its global operations: it has established an India Innovation Centre on a two-acre Pune campus, making India the company's second-largest technology hub worldwide. That a company of Vanderlande's scale, serving airports, warehouses, and parcel distribution systems globally, would elevate India to this position above dozens of established European technology centres is a measure of how quickly Indian engineering capability has matured in the post-pandemic era.

The two-acre campus is not simply a workspace; it is a platform for co-innovation. Engineers in Pune are working on the same design challenges as their counterparts in the Netherlands, participating in global product decisions rather than implementing them after the fact. This shift from implementation to co-ownership is perhaps the most important structural change in the GCC model today.

COHERE HEALTH: CLINICAL INTELLIGENCE FROM HYDERABAD

In the healthcare technology space, Cohere Health has inaugurated an AI-centric hub in Hyderabad focused on clinical intelligence and platform-led healthcare transformation. The facility operates at the intersection of two of the most consequential forces in contemporary healthcare: the explosion of AI capability and the urgent need to make clinical decision-making faster, more accurate, and more equitable. Hyderabad's growing concentration of health-tech and life-sciences talent makes it a natural location for this kind of work.

Cohere Health's Hyderabad hub joins a growing cluster of healthcare AI operations in the city, which already hosts facilities for Sanofi, Tredence, and a number of specialised biotech GCCs announced at BioAsia 2026. The cumulative effect is the formation of a genuine healthcare AI corridor that is beginning to attract talent, academic partnerships, and follow-on investment in its own right.

FACILITY PROFILES: THE CLASS OF 2026 AT A GLANCE

GCC Gazette Research Desk

Below is a consolidated profile of the major facility launches and expansions that have defined the 2026 GCC infrastructure landscape. Taken together, they represent a combined commitment of over two million square feet of dedicated capability centre space and tens of thousands of new professional roles.

Texas Instruments (Bengaluru): A 550,000 sq. ft. R&D facility inaugurated by Union Minister Ashwini Vaishnaw, featuring cutting-edge labs focused on high-impact semiconductor solutions. This is TI's largest investment in India to date and one of the largest semiconductor R&D facilities in the Asia-Pacific region.

UBS (Hyderabad): Expanding its Gachibowli presence, the Swiss financial firm plans to hire 3,000 professionals over the next two years, specifically targeting roles in Artificial Intelligence, finance, and shared operations, a scale of hiring that positions UBS among Hyderabad's top five employers.

ArcelorMittal (Pune & Hyderabad): Launched AMGBT, Global Business & Technologies, to serve as the technological backbone for worldwide operations in Europe and beyond, covering Cyber Security and Data Analytics.

The Hartford (Hyderabad): Marking its formal entry into India, the US insurer opened a 160,000 sq. ft. hub designed to operate in a start-up-like environment, enabling rapid prototyping in collaboration with US technology hubs.

Festo
(Bengaluru)

A 71,000 sq. ft. hub near Electronics City, marking 40 years in India and serving as a global centre for advanced engineering and industrial automation.

Vanderlande
(Pune)

Established an India Innovation Centre on a two-acre campus, making India the company's second-largest technology hub globally.

Cohere Health (Hyderabad): Inaugurated an AI-centric hub focused on clinical intelligence and platform-led healthcare transformation.

SECTION 2

strategic shifts & POLICY

Key Events and Policy Updates Fuelling the "GCC Capital of the World" Narrative

THE RISING BHARAT SUMMIT 2026

THE BACK-OFFICE ERA IS OFFICIALLY DEAD

POLICY & INDUSTRY DESK · NEW DELHI

Industry leaders at the summit passed a watershed verdict on the old model, and what replaces it will reshape global corporate hierarchies for a generation.

The curtain fell on the back-office narrative at the Rising Bharat Summit 2026, where the assembled weight of global industry, over 6,500 leaders holding international mandates, issued a formal, collective verdict: India has transitioned into a nerve centre. The language matters. Nerve centres do not relay signals; they originate them. India's GCC ecosystem is now characterised by high-end R&D, AI-first products that are built and owned locally, and strategic decisions that radiate outward to parent organisations, not the other way around.

For two decades, India's capability centres operated under an implicit hierarchy: the home country conceived, and India delivered. That hierarchy has collapsed. The Summit's declaration reflects a structural shift that has been building quietly for years and has now reached the kind of critical mass that makes it irreversible. The combination of talent depth, infrastructure maturity, policy support, and institutional knowledge accumulated across thousands of GCCs has produced something qualitatively new: a country that does not just execute global strategy, but shapes it.

The 6,500 leaders-with-global-mandates figure deserves particular attention. These are not locally-hired managers navigating domestic markets; these are individuals with cross-border authority, responsible for functions and outcomes that affect the performance of enterprises headquartered in New York, Zurich, Amsterdam, and Tokyo. Their presence in India is not a talent arbitrage story. It is a story about where the world's most complex work is now being done.

"Over 6,500 leaders with global mandates are now based out of Indian GCCs — this is not arbitrage. This is authority."

The Summit also served as a milestone marker for AI integration within the GCC ecosystem. Over 185 specialised AI/ML Centres of Excellence now operate out of Indian campuses as of early 2026, covering everything from large language model fine-tuning to computer vision pipelines for industrial automation. These are not pilot programs; they are production systems trusted with enterprise-critical workloads, and their existence in India is a direct consequence of the talent ecosystem that decades of engineering education investment have built.

UNION BUDGET 2026-27

The Policy Architecture Enabling GCC Scale

Fiscal Policy · Ministry of Finance · New Delhi

The Indian government has introduced a suite of targeted measures in the Union Budget 2026-27, designed to reduce operational friction, minimise tax litigation, and make large-scale GCC investment structurally rational over multi-year planning horizons. Taken together, these three headline measures represent the most GCC-friendly budget in India's recent history, and they signal a government that understands precisely what the sector needs to move from impressive growth to dominant global leadership.

SAFE HARBOUR EXPANSION: FROM ₹300 CRORE TO ₹2,000 CRORE

The most consequential fiscal change for GCC operations is the expansion of Safe Harbour thresholds, from ₹300 crore to ₹2,000 crore. This near-seven-fold increase is not a marginal adjustment; it is a structural reconfiguration of the transfer pricing landscape for large-scale GCCs. Transfer pricing disputes have long been one of the most significant sources of operating uncertainty for foreign firms in India, consuming management bandwidth, creating unpredictable financial exposure, and occasionally serving as a deterrent to scale.

Under the expanded Safe Harbour regime, GCCs with turnovers up to ₹2,000 crore will be able to price their intercompany transactions without fear of tax authority challenge, provided they operate within the prescribed margins. For CFOs planning India operations at scale, this single change reduces the uncertainty premium that has historically been baked into India investment decisions. The practical effect will be felt most strongly in the mid-market GCC segment, companies with revenue between $100M and $1B that are now the fastest-growing cohort in the ecosystem.

AUTOMATED TAX APPROVALS: FIVE-YEAR BLOCK PROCESSING

The second major measure, the automation of tax approvals for five-year blocks, addresses a different but equally important friction point: the speed and predictability of regulatory interaction. Under the new framework, GCCs will be able to obtain multi-year tax certainty through an automated processing system, eliminating the manual bottlenecks and arbitrary timelines that have characterised the approval process to date.

The significance of this change extends beyond administrative convenience. It enables genuinely long-term planning. A GCC making a campus investment decision can now model its India tax position with confidence over a five-year horizon, rather than working with one-year certainty and significant uncertainty beyond. This alignment with the planning cycles of global enterprises is exactly the kind of structural improvement that transforms India from a good location to an obvious one.

2047 CLOUD TAX HOLIDAY

TARGETING THE NEXT WAVE OF INVESTMENT

The third measure is the most forward-looking: targeted incentives for US firms establishing high-value cloud and AI infrastructure in India, structured around the Viksit Bharat 2047 vision. The 2047 Cloud Tax Holiday is an explicit signal that the government intends for India to be not just a consumer of global cloud infrastructure but a builder and owner of it. As AI workloads become increasingly infrastructure-intensive, the country that hosts the infrastructure will have a structural advantage in attracting the talent and capability to run it.

The focus on US firms reflects the composition of India's GCC ecosystem. American multinationals represent the single largest cohort of GCC operators in India, but the incentives are structured in a way that creates spillover benefits for the broader ecosystem. Data centre investment by hyperscalers creates demand for local power, cooling, fibre, and talent infrastructure that benefits every GCC operating in the same geography.

MILESTONE CELEBRATIONS

THE LONG GAME PAYS OFF

GCC Gazette · Corporate Milestones Desk

Amid the flurry of new entries and expansions, 2026 is also a year of significant anniversaries, moments that invite reflection on how dramatically the GCC landscape has changed, and how much of the ecosystem's current strength was built during quieter, less celebrated years. Three milestones stand out for what they reveal about the maturity of India's GCC story.

SANOFI HYDERABAD: 4,500 STRONG AND GROWING

French pharmaceutical giant Sanofi has expanded its Hitech City campus in Hyderabad to 4,500 employees, enhancing its R&D and medical affairs capabilities across the global enterprise. Sanofi's Hyderabad operation is a model for what a mature, strategically embedded GCC looks like: it is not a support function for the Paris headquarters but a genuine co-owner of the scientific and commercial work that defines the company's global pipeline. The expansion to 4,500 signals confidence in India's ability to deliver at scale in one of the most demanding and regulated sectors in the global economy.

SUN LIFE GLOBAL SOLUTIONS: TWENTY YEARS, TWENTY GENAI PILOTS

Sun Life Global Solutions is celebrating 20 years in India, a milestone that places it among the longest-established and most deeply embedded GCCs in the country. What makes the anniversary particularly significant is not the longevity but the direction of travel: the firm is currently running more than 20 GenAI pilots in active collaboration with FinTech startups, positioning itself at the frontier of financial services AI rather than the rear.

The co-innovation model with Indian FinTech startups is worth noting as a trend in its own right. As the Indian startup ecosystem has matured, GCCs are increasingly treating it as a source of cutting-edge capability rather than a competitive threat. Sun Life's approach, partnering with startups to test GenAI applications that can ultimately be scaled within the global enterprise, is a model that an increasing number of GCCs are studying and replicating.

TREDENCE AT BIOASIA 2026: SCALING TO 2,200 BY 2027

Analytics firm Tredence, announced its growth plans at BioAsia 2026, one of Asia's premier life sciences and healthcare innovation conferences. The firm plans to scale its Hyderabad workforce to 2,200 professionals by the end of 2027, building on deep domain expertise in life sciences data analytics. The BioAsia announcement is itself significant: it places Tredence within the emerging Hyderabad healthcare AI corridor and signals the firm's intent to be a defining voice in that ecosystem rather than a participant within it.

SECTION 3

the MACROECONOMIC VIEW

Data-Driven Insights Into the 2026 GCC Market Dynamics

THE REAL ESTATE BOOM

GCCS AS THE DEFINING ANCHOR TENANT

Commercial Real Estate · Office Markets Correspondent

Global Capability Centres have become the primary driver of India's commercial office market, reshaping development pipelines, tenant expectations, and city-level planning across the country.

India's commercial office market has found its defining patron. Global Capability Centres now drive an extraordinary 40% of all office leasing activity across the country, a figure that would have seemed implausible even five years ago, when GCC leasing was a meaningful but secondary force behind domestic corporate expansion. That calculation has reversed. Today, no developer can execute a large commercial project without a GCC anchor, and no GCC can plan a multi-year talent strategy without a development partner.

The cumulative scale is staggering: foreign firms have leased over 100 million square feet of office space in India over the last five years alone. To put that in perspective, 100 million square feet is roughly the equivalent of the entire commercial office stock of a mid-sized European city. It has been absorbed, occupied, and in many cases already expanded in half a decade. The pipeline is even more remarkable: new commercial supply is projected to reach 60 million sq. ft. in 2026, as developers respond to a demand signal that continues to outstrip construction cycles.

The economics of GCC-driven leasing are structurally different from conventional corporate lettings. GCC leases tend to be longer in tenure, often ten to fifteen years, compared to the three-to-five year norm in conventional corporate markets. They are larger in footprint, frequently exceeding 100,000 sq. ft. in a single transaction. And they are more specification-intensive: data centre-grade power backup, WELL-certified wellness infrastructure, integrated physical security, and fibre redundancy are now table stakes, not premiums, for any campus seeking a Fortune 500 anchor.

"GCCs now drive 40% of all office leasing in India. No developer builds at scale without a capability centre anchor."

Developers have responded by raising the bar across the board. The new generation of GCC campuses being delivered in Bengaluru, Hyderabad, and Pune features amenities and technical specifications that compare favourably with the best commercial real estate in Singapore or London. This quality upgrade is self-reinforcing: as campuses improve, they attract better talent, which attracts more prestigious GCCs, which demand still higher specifications. The flywheel is spinning at a pace.

The geographic distribution of this leasing activity is evolving. While Bengaluru remains the undisputed anchor of India's GCC real estate market, accounting for more than a third of all GCC office space, Hyderabad has emerged as a credible second, and Pune is closing rapidly. The competition between these cities for GCC mandates has produced a virtuous dynamic: each is investing aggressively in infrastructure, talent development, and government services to stay competitive, and all three are winning as a result.

THE RISE OF

TIER-2 HUBS

THE SILENT TAKEOVER

Emerging Markets Desk · Tier-2 City Analysis

Rising rentals and persistent attrition in India's Tier-1 metro markets are producing a structural shift toward specialised Tier-2 clusters, and the numbers are striking in their clarity. Operations in Tier-2 cities typically report 25% lower total cost and 20-30% lower attrition rates, two metrics that sit at the very top of every GCC operating committee's dashboard. The cost and retention advantage is not marginal; it is decisive enough to change investment location decisions, and it is growing as metro markets tighten further.

The shift is not uniform. Different Tier-2 cities are developing distinct specialisations, attracting different kinds of GCC operations based on the talent ecosystems and institutional infrastructure they have built. Understanding these emerging clusters is essential for any GCC planning its next expansion.

COIMBATORE: THE 21% CAGR PHENOMENON

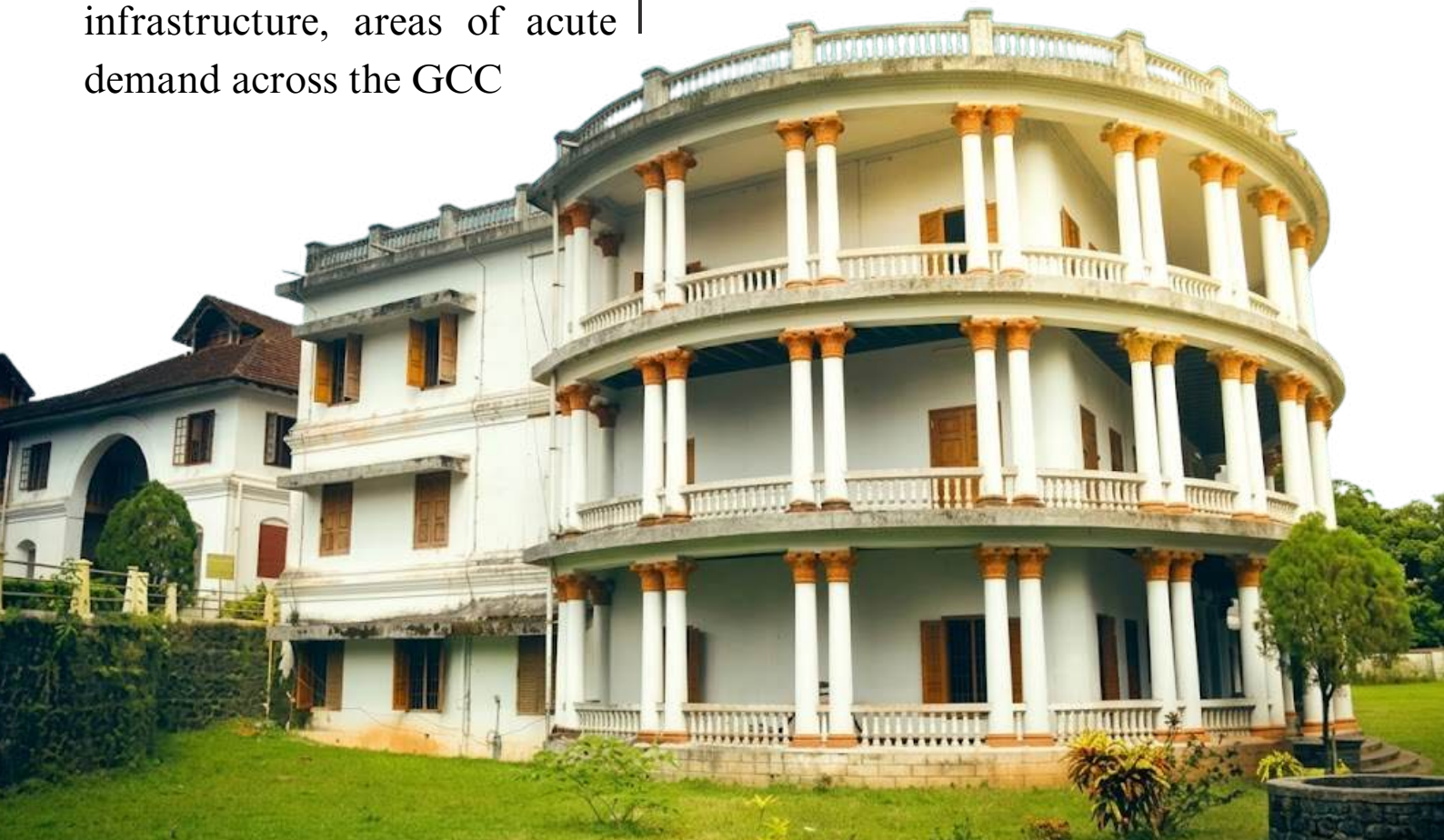
Coimbatore is witnessing a remarkable 21% compound annual growth rate in new GCC setups, the fastest of any city in India, Tier-2 or otherwise. The Tamil Nadu city's growth story is rooted in a dense ecosystem of engineering colleges that have been producing technically strong graduates for decades, combined with an established base of precision manufacturing and industrial engineering companies that has created a deep bench of domain-specific expertise. GCCs in industrial automation, engineering services, and embedded systems are finding Coimbatore particularly attractive.

The cost position is compelling: office rentals in Coimbatore are a fraction of Bengaluru rates, and talent compensation levels, while rising, remain significantly below metro benchmarks. For mid-market GCCs, the fastest-growing cohort in the ecosystem, the combination of quality talent, lower cost, and a city administration that is actively courting investment makes Coimbatore a natural first or second location.

KOCHI: THE 40-60% RENTAL DISCOUNT WITH A FINTECH SPECIALISATION

Kochi is offering something rare in the current GCC market: a 40-60% discount to Bengaluru rental rates combined with a genuinely deep talent pool in Digital Engineering and Financial Technology. Kerala's educational system has historically produced engineers and finance professionals in disproportionate numbers, and Kochi's ability to retain this talent, rather than lose it entirely to Bengaluru and Hyderabad, has improved significantly as the city's infrastructure and quality of life have upgraded.

The FinTech specialisation is particularly interesting. Kochi has developed a concentration of talent with expertise in financial systems architecture, regulatory technology, and digital payments infrastructure, areas of acute demand across the GCC ecosystem. Several global financial services firms are actively evaluating Kochi as a secondary location to complement or partially substitute for more expensive operations in Bengaluru and Mumbai.



PUNE: THE METRO-ADJACENT ALTERNATIVE

Pune occupies a unique position in the Tier-2 narrative: it is metro-adjacent, 150 kilometres from Mumbai, but operates at cost levels meaningfully below its neighbour. The city's deep engineering talent base, anchored by institutions including IIT Pune and a cluster of respected private engineering universities, makes it a natural location for high-complexity GCC work. Pune is increasingly the location of first choice for GCCs seeking the talent depth of a major metro with the cost profile of a Tier-2 city.

BHUBANESWAR: THE FINTECH FRONTIER

Bhubaneswar is quietly carving a niche as a FinTech GCC destination, supported by state government incentives that are among the most generous in India and a digital infrastructure backbone that has been upgraded substantially over the past three years. The city's talent base is less developed than the more established Tier-2 hubs, but the trajectory is positive: government-supported skilling programmes and partnerships with national technical institutes are beginning to close the gap.

STRATEGIC MATURITY
THE GCC 4.0 ERA

Strategy & Technology Desk · Gcc Intelligence Unit

AI integration, mid-market surge, and a critical talent gap define the next chapter of India's capability centre story, a chapter being written in real time.

The term 'GCC 4.0' has entered the industry lexicon to describe the current phase of strategic maturity in the ecosystem, a phase characterised by deep AI integration, the rise of mid-market players as disproportionate drivers of enterprise transformation, and the emergence of a talent gap that, if unaddressed, threatens to constrain the ecosystem's growth trajectory. Understanding each of these dimensions is essential for any senior leader seeking to position their India operations for the decade ahead.

AI IS NOW PRODUCTION INFRASTRUCTURE

Over 185 specialised AI/ML Centres of Excellence have been established across Indian GCCs as of early 2026. This is not a figure about experimentation; it is a figure about production deployment. These centres are running enterprise-critical workloads in computer vision, natural language processing, predictive maintenance, demand forecasting, fraud detection, and generative AI. The concentration of AI CoEs in India is now the highest of any single country outside the United States, and it is growing at a pace that suggests the gap will narrow further.

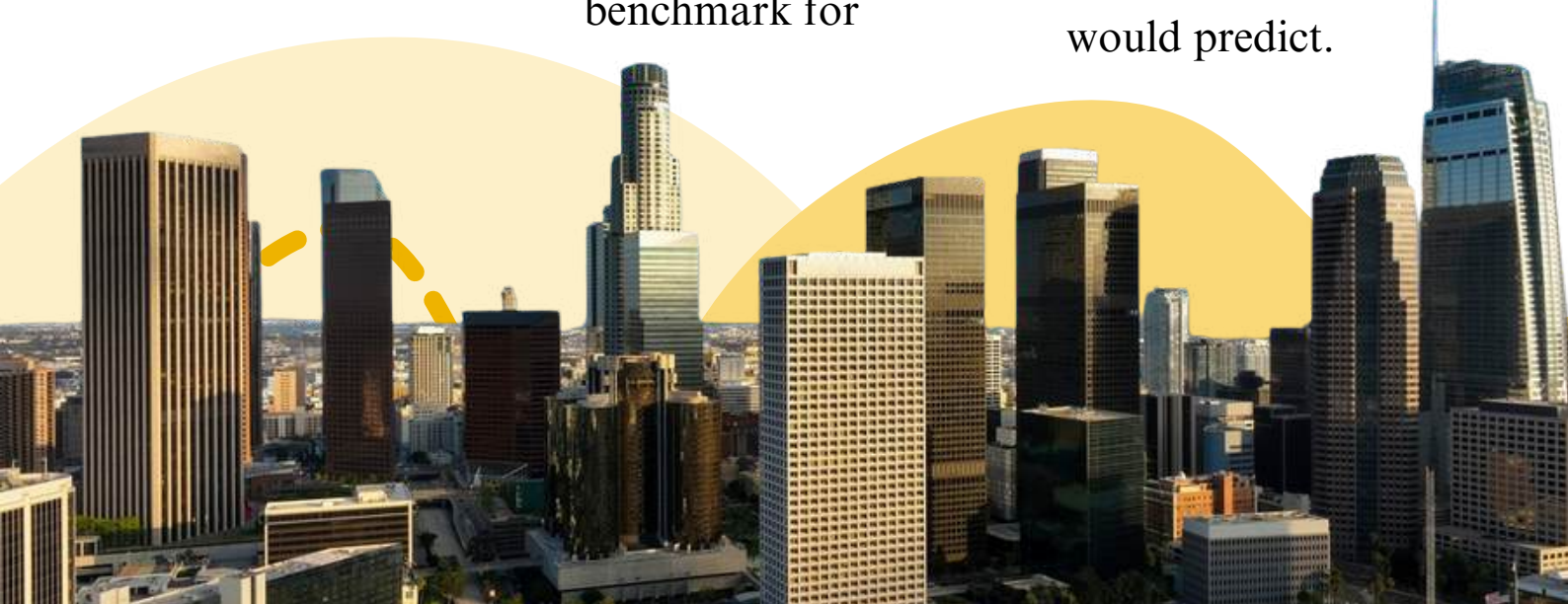
The practical implications are profound. As AI capability concentrates in India, the career trajectories of AI professionals increasingly run through Indian GCC operations. The most interesting problems, the ones that attract the best talent, are being solved in Bengaluru and Hyderabad, not exclusively in San Francisco. This talent gravity effect is accelerating the flywheel: better problems attract better talent, which produces better AI, which attracts more mandates, which generate more interesting problems.

THE MID-MARKET SURGE: SMALLER, FASTER, MORE TRANSFORMATIVE

Mid-market GCCs, those anchored by parent companies with revenues between $100 million and $1 billion, now represent 27% of the total GCC landscape. But their representation in terms of strategic impact is considerably higher. Research across the ecosystem indicates that mid-market GCCs are 1.3 times more likely to drive enterprise-wide transformation than their large-cap counterparts.

The reasons are structural: mid-market firms are less encumbered by legacy governance frameworks, more willing to give their India operations genuine strategic authority, and more dependent on the India centre as a proportion of their total technical capability.

The mid-market surge has important implications for how the broader ecosystem develops. Large-cap GCCs set the benchmark for compensation, campus quality, and professional development programmes, but mid-market GCCs are increasingly the places where ambitious professionals can achieve the fastest career progression and the most meaningful work. The competition between large and mid-market GCCs for senior talent is intensifying, and mid-market firms are winning more frequently than their brand recognition would predict.



THE 41% SKILL GAP: THE DEFINING CHALLENGE OF GCC 4.0

Amid the triumphalism of India's GCC moment, one number demands sober and sustained attention: a 41% skill gap persists in specialised domains including GenAI engineering and MLOps. India produces engineers in vast numbers; the country graduated over 1.5 million engineering students in 2025, but the specific expertise required to build, deploy, and maintain production-grade AI systems at scale remains critically scarce. The gap is not in enthusiasm or general capability; it is in the deep, multi-disciplinary expertise that lies at the intersection of machine learning research, software engineering, data infrastructure, and domain knowledge.

Addressing this gap is not merely a workforce priority for individual GCCs; it is an existential imperative for sustaining the GCC 4.0 promise. If the skill gap is not closed, the 185 AI/ML Centres of Excellence will be constrained in what they can achieve, the mid-market transformation story will stall at the threshold of genuine AI integration, and the competitive advantage that India has built over a decade will be vulnerable to challenge from lower-cost markets that have invested more deliberately in AI skills development.

Several responses are emerging. GCCs are increasingly partnering with IITs and IIMs on co-designed curricula that embed practical AI engineering skills in graduate programmes. Industry bodies are running upskilling programmes at scale, targeting the cohort of software engineers who have the foundational capability but need the specialised AI skills to operate at the frontier. And a growing number of GCCs are adopting a 'build-borrow-buy' approach, building AI skills internally, borrowing capability from India's deep pool of AI startups, and acquiring smaller AI-native firms to accelerate the talent equation.

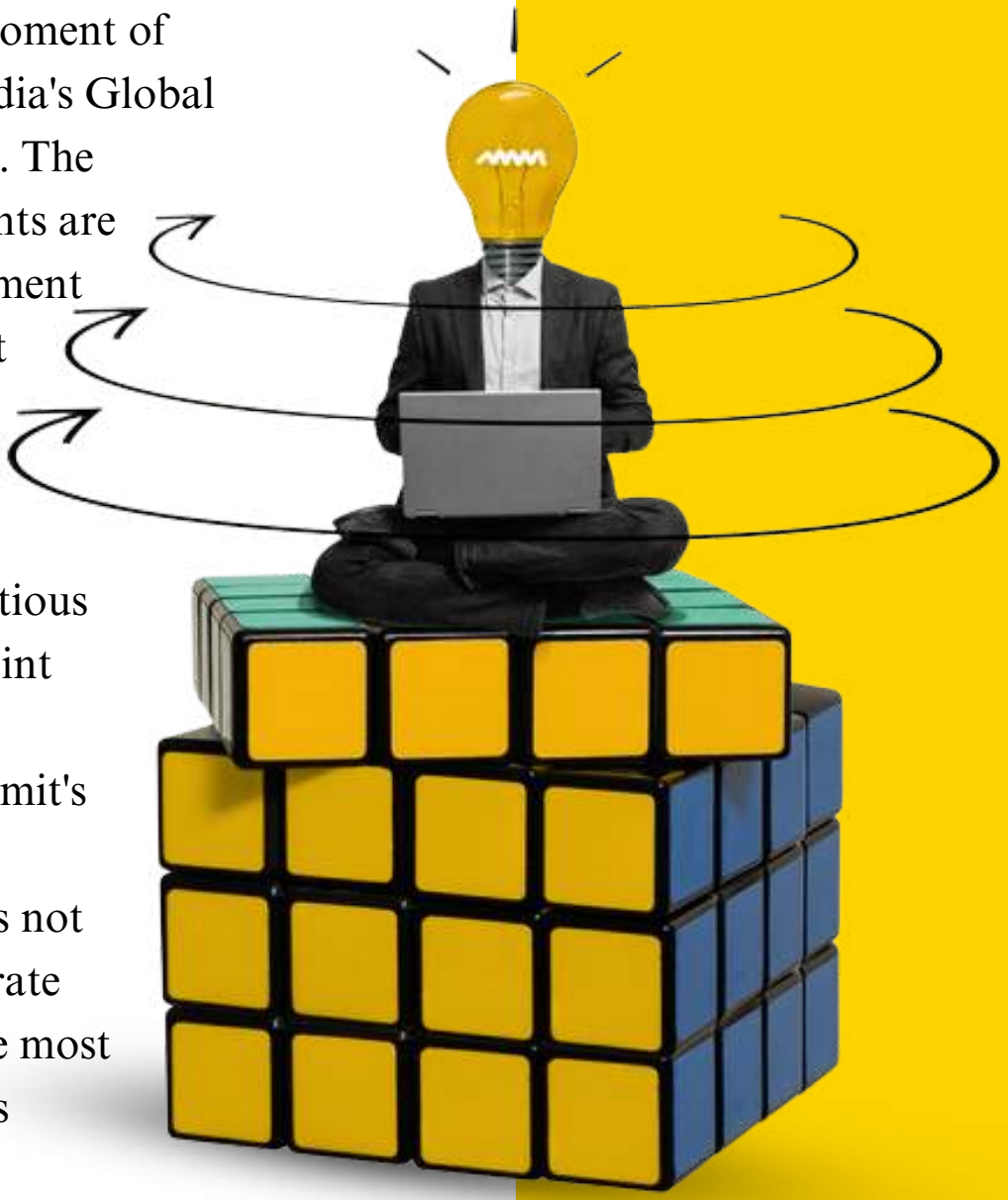
OUTLOOK

WHAT COMES NEXT FOR INDIA'S GCC ECOSYSTEM

GCC Times · EDITORIAL

The 2026 Strategic Edition of The GCC Gazette documents a moment of genuine inflection in India's Global Capability Centre story. The infrastructure investments are real, the policy environment is the most supportive it has ever been, and the talent ecosystem, despite its gaps, is more capable and more ambitious than at any previous point in the sector's history.

The Rising Bharat Summit's declaration that the back-office era is over is not hyperbole; it is an accurate description of where the most forward-thinking GCCs already are.



The next chapter will be defined by three contests. The first is the race to close the AI skills gap, a race that will determine which GCCs can fully realise the potential of the 185 Centres of Excellence and which will remain stuck at the frontier of genuine AI integration. The second is the competition between Tier-1 and Tier-2 locations, as rising costs in Bengaluru and Hyderabad create structural incentives for Tier-2 expansion that will reshape the geography of India's GCC ecosystem over the next five years. And the third is the deeper contest for strategic authority: as India's GCCs accumulate more capability, more institutional knowledge, and more global mandate, the question of how much genuine decision-making power resides in India, versus being delegated from headquarters, will become the defining governance question of the sector.

India has earned its place at the table of global innovation. The question for 2026 and beyond is whether the ecosystem can convert that place at the table into a seat at the head of it.

Inductus GCC Service Models

India's Leading GCC Enabler

BOT (Build-Operate-Transfer)

A structured pathway to establishing your GCC with minimized risk and maximum efficiency. We **build** and **operationalize** your center, ensuring seamless performance before **transferring full ownership** to you—**equipping your business with a mature, self-sustaining capability.**

COPO (Company-Owned, Partner-Operated)

Maintain **full ownership** while leveraging Inductus' operational expertise. This model enables you to establish a GCC with **absolute control over intellectual assets (IP), agility, and scalability** while we manage day-to-day operations, **ensuring zero liability, compliance, and maximum efficiency**.
Additionally, a **Zero Capex Model** with **Digital Twin or a Mirror Like Operational Structure** with superior process excellence.

FLEXI (Adaptive & Custom GCC Solutions)

Beyond predefined structures, **Flexi is a bespoke model offering absolute customization and adaptability.**

It molds itself around your unique business prerequisites, evolving seamlessly with your vision. **This isn't just a service—it's an agile, high-impact partnership crafted to maximize your success.**

Proud recipient of **Times Power Icons Award**
for being one of the **Leading GCC Enabler of India**

Presented by Bennett & Coleman THE TIMES OF INDIA

Inductus ensures that each model is executed with precision, innovation, and strategic foresight—helping you unlock the full potential of your GCC in India.

Our deep expertise in GCCs, coupled with a strong network of industry partnerships and policy-level advisory, positions us as a trusted partner for driving transformational outcomes.

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COPO & Digital Twin Integrated Service Model

A study based proposition to build a global standard GCC mechanism for Large & Mid-sized Corporations

> *"In a world full of rapid tech & process disruptions, global corporations that invest in innovation-led R&D don't just survive—they lead. Innovation is the key to staying relevant, cost-competitive, and future-ready in an ever-evolving marketplace..."*
>
> — **Alouk Kumar -** CEO, Inductus

Inductus GCC's Digital Twin and COPO (Company-Owned, Partner-Operated) Service Model creates a seamless, future-ready operational framework for global businesses setting up GCCs in India. The Digital Twin Process ensures real-time collaboration, decision-making, and operational efficiency by replicating physical systems in a virtual environment, enabling synchronized execution across multiple time zones. Meanwhile, the COPO Model allows MNCs to retain full ownership and strategic control while leveraging Inductus' expertise for execution, compliance, and scalability.

This hybrid approach optimizes costs, mitigates risks, and accelerates GCC growth, ensuring innovation-driven operations with minimal liabilities and maximum efficiency.

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Designed to be Different.