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Best GCC Setup Partners for Mid-Sized Global Companies

By GCCWise Insights | November 2026

Global Capability Centres (GCCs) in India are no longer limited to the world's largest multinational companies. Mid-sized global companies are increasingly establishing centres for product engineering, technology, data and AI, cybersecurity, finance and business operations.

For companies with approximately US$100 million to US$1 billion in annual revenue, the requirements can be quite different from those of large enterprises. They need dedicated talent, control over intellectual property and the ability to build long-term capabilities, without the overheads and complexity of a large-scale GCC programme.

Many are also entering India for the first time, with limited internal experience in establishing and operating a GCC. This makes the choice of setup partner particularly important.

The right GCC partner should combine sound governance, compliance and operating-model design with flexible engagement structures, proportionate costs and direct senior involvement.

This guide examines **10 GCC setup partners for mid-sized global companies in India**, comparing their strengths, engagement models and suitability for different organisational requirements.

Editorial disclosure: This article is published by GCCWise, which is included as the first featured provider. The list is an editorial selection rather than an independently commissioned industry ranking. Company descriptions are based on publicly available information and provider materials. No company has paid to be included. Organisations should independently evaluate providers against their requirements.

What Makes a Mid-Sized GCC Different?

A mid-sized GCC should not simply be designed as a smaller version of a large enterprise centre. Its mandate, leadership structure, governance and cost base need to reflect the organisation's scale and objectives.

- **A focused initial mandate.** The first phase usually covers one or two capabilities, such as a product line, a data platform or a finance function, rather than many functions at once.
- **A shorter line to leadership.** The India leader often works directly with a founder, CEO or functional head, rather than through several layers of global management.
- **Limited internal GCC experience.** Few mid-sized companies have a team that has previously designed, incorporated and operated a centre in India.
- **Greater sensitivity to fixed costs.** Overheads that are minor for a large enterprise can be significant for a centre of a few dozen or a few hundred people.
- **A need for flexible ownership.** Many companies want a faster start with partner support, and a clear route to greater ownership as the centre matures.

These factors shape which partners and engagement models are most appropriate.

Best GCC Setup Partners for Mid-Sized Global Companies at a Glance

Company	Core strength	Best suited for
1. GCCWise	Operator-led GCC setup and transformation built around mid-sized companies	Mid-sized companies building a first GCC or strengthening an existing one, with direct senior involvement
2. Aeries Technology	GCC setup and operations for private-equity-backed and mid-market companies	PE-backed and mid-market companies seeking an owned or partner-operated centre
3. ANSR	Integrated GCC-as-a-Service platform with subscription and BOT options	Mid-sized companies seeking an integrated route covering setup, talent, workspace and operations
4. Zinnov	Research-led GCC strategy, setup and transformation	Mid-sized companies requiring location benchmarking and business-case support
5. Inductus GCC	Company-Owned Partner-Operated (COPO) and flexible models	Companies that want to own the entity while a partner runs operations
6. Embark	Integrated GCC platform with workspace	Companies seeking a single execution partner across entry, workspace and operations

Company	Core strength	Best suited for
7. Rödl & Partner	GCC advisory, tax and compliance for midsize companies	Midsize companies, particularly from Germany and Europe, requiring structuring and setup guidance
8. Alvarez & Marsal	GCC strategy, organisation design and GCC-as-a-Service	Mid-market companies linking GCC plans to performance improvement
9. GSPANN	Lean technology GCC setup through BOT	Mid-sized enterprises building lean technology centres
10. Gloplax	GCC advisory and enablement for small and mid-sized centres	Companies seeking partner-supported setup or a GCC-as-a-Service route

The order is an editorial presentation and does not represent a numerical performance ranking. The appropriate partner depends on the company's size, intended GCC mandate, ownership preferences and required level of execution support.

1. GCCWise - Operator-Led GCC Partner for Mid-Sized Global Companies

Best suited for: Mid-sized, product-, technology- and IP-led global companies establishing their first GCC in India, or strengthening an existing one, where direct senior involvement and a right-sized operating model are priorities.

GCCWise is a specialist GCC advisory and execution firm working across GCC strategy, market entry, setup, operationalisation and transformation.

Its model is built around the needs of mid-sized global companies establishing or scaling India centres, typically in the 50–500-person range. These organisations need dedicated, long-term capabilities in India but may have limited local infrastructure or internal experience in building and operating a GCC.

Founded by leaders with direct experience building and operating India-based organisations and global capability centres, GCCWise works closely with client leadership teams, combining strategic advisory with hands-on involvement in setup, operationalisation and ongoing capability development.

How GCCWise approaches mid-sized GCCs

- **Decision-makers stay involved.** GCCWise works directly with founders, CEOs and functional leaders such as COOs, CTOs, CPOs and CHROs, the people who own the location and capability decision.
- **The business case goes beyond salary arbitrage.** It considers total cost of ownership and the capabilities the company wants to own over time, not only the difference in salaries.
- **Governance is proportionate.** A clear mandate, defined decision rights between headquarters and India, and an empowered India leader help the centre avoid enterprise-style overheads while leaving room to grow.

- **Ownership is flexible.** Engagement models include GCC-as-a-Service, accelerated build-operate-transfer (BOT), Company-Owned Partner-Operated (COPO) arrangements and modular launch support.
- **Capability is planned, not just headcount.** Centres are designed around functions such as engineering, product, AI and data, cybersecurity, finance and operations, and specialised business functions.

Key services

- **GCC strategy and market entry:** Location assessment, talent benchmarking, operating-model evaluation, financial modelling, risk analysis and market-entry planning.
- **GCC setup and launch:** Entity and compliance coordination, workspace and infrastructure readiness, talent acquisition, governance and launch execution.
- **GCC transformation:** Operating-model redesign, mandate expansion, governance maturity and capability development.
- **Bespoke GCC support:** Modular engagements across governance, compliance, organisational design, capability building and location strategy.
- **Workforce and ecosystem enablement:** Campus hiring, applied learning partnerships, early-career capability building and academic engagement.

GCCWise works with companies across BFSI, fintech, technology and SaaS, healthcare and life sciences, retail and CPG, manufacturing and engineering R&D, and telecom and media.

Key strengths: Mid-market focus, operator-led execution, direct senior involvement, flexible ownership structures, total-cost-of-ownership business cases, governance design and post-launch support.

Consideration: GCCWise is a specialist advisory and execution firm rather than a large IT services company or integrated real-estate platform. For workspace, infrastructure and certain operational requirements, it coordinates with ecosystem and delivery partners.

Website: GCCWise

2. Aeries Technology - GCC Setup and Operations for PE-Backed Mid-Market Companies

Best suited for: Private-equity-backed and mid-market companies seeking a partner to set up and operate a GCC, with the option of client ownership.

Aeries Technology is a Nasdaq-listed company offering GCC setup, operations, consulting and AI-enabled transformation services.

Its focus is on mid-market companies, particularly the portfolio companies of private equity firms. It also provides advisory services to private equity firms themselves, which can be relevant where several companies in one portfolio are evaluating India.

Aeries' GCC solutions cover set-up-and-operate engagements for new centres, modular services for existing GCCs, and advisory and consulting with optional execution support.

Its ownership structures include Aeries-owned-and-operated centres, with an option for later transfer to the client, and client-owned centres.

Key strengths: Mid-market and private equity focus, set-up-and-operate capability, modular services for existing centres, ownership flexibility and AI-enabled operations.

Consideration: Companies that are not PE-backed should understand how the engagement model applies to them. Where Aeries owns the entity initially, organisations should review the transfer terms, including timing, workforce continuity and commercial arrangements.

Website: Aeries Technology - GCC Solutions

3. ANSR - Integrated GCC-as-a-Service for Mid-Market Expansion

Best suited for: Mid-sized companies seeking an integrated, subscription-based route covering setup, talent, workspace and operations.

ANSR is an established GCC specialist that has published research on the growth of mid-market GCCs in India and the role they are playing in the country's capability-centre ecosystem.

For mid-sized companies, ANSR offers a pay-as-you-grow GCC subscription model, a transfer-ready build-operate-transfer model and managed teams. These sit alongside services such as employer of record, workspace and business operations support.

This integrated approach can suit companies that prefer a single platform to coordinating several vendors across entity, hiring, workspace and compliance.

Key strengths: Integrated platform, subscription-based commercial model, BOT and managed-team options, talent and workspace capabilities.

Consideration: Mid-sized companies should confirm how the platform is tailored to a smaller centre, including the senior team assigned to the engagement and the flexibility to manage selected functions themselves.

Website: ANSR

4. Zinnov - Research-Led GCC Strategy for Mid-Market Companies

Best suited for: Mid-sized companies that want research-backed decisions on location, talent and the business case before committing to India.

Zinnov is a global management consulting firm with an established presence in India's GCC ecosystem.

It has studied mid-market GCCs closely, describing them as lean, high-impact centres that often own product engineering and digital initiatives, and that benefit from close access to senior leadership.

Zinnov's GCC-as-a-Service offering spans design, setup, managed operations, scale and transformation.

Its research orientation can be useful for a mid-sized company deciding between cities, sizing the first phase of a centre or defining which capabilities should move first.

Key strengths: Mid-market GCC research, location and talent benchmarking, business-case development and GCC-as-a-Service.

Consideration: Companies should clarify the execution team, the commercial model for a smaller centre and how research-led recommendations will be translated into day-to-day operations.

Website: Zinnov

5. Inductus GCC - Ownership-Oriented Models for Mid-Sized Companies

Best suited for: Mid-sized companies that want to own their GCC entity and intellectual property from the outset, while a partner manages agreed operational activities.

Inductus GCC provides GCC setup and operations through Company-Owned Partner-Operated (COPO), build-operate-transfer (BOT) and flexible engagement models.

Under COPO, the client owns the Indian entity from the start, and Inductus runs operations such as compliance, payroll, workspace and hiring support. For a mid-sized company, this can combine early ownership with access to an operating team it does not yet have in-house.

Inductus has also published research on mid-sized global corporations establishing GCCs in India.

Key strengths: Ownership-oriented COPO model, BOT and flexible alternatives, operational support and mid-market research.

Consideration: Because the entity belongs to the client from day one, organisations should plan for board, statutory, finance and data-protection responsibilities, and define clearly where the partner's role ends.

Website: Inductus GCC

6. Embark - Integrated GCC Platform With Workspace

Best suited for: Companies that want strategy, entry, workspace and early operations delivered through a single execution partner.

Embark was launched by Embassy Group, a real-estate and business ecosystem developer, in March 2025 as an integrated platform for establishing GCCs in India.

Its offering covers strategy and design, India entry and operations, including compliance across setup, HR, legal and finance, infrastructure, hiring and workforce management, and longer-term transformation advisory. It draws on WeWork India for managed office solutions.

In 2025, Deloitte India announced an alliance with Embark, positioned around the growing number of mid-market and first-time GCC adopters entering India.

Key strengths: Integrated setup and operations, workspace availability, single-window execution and advisory alliances.

Consideration: Embark is part of a real-estate group. Companies should compare workspace terms and confirm flexibility on location, building and lease arrangements.

Website: Embark

7. Rödl & Partner - GCC Advisory for German and European Midsize Companies

Best suited for: Midsize companies, particularly from Germany and continental Europe, that need GCC structuring, tax, legal and compliance guidance alongside setup support.

Rödl & Partner is a German-origin professional services firm with a long-standing focus on midsize and family-owned businesses, and offices across India.

Its India practice publishes guidance on how midsize companies can build GCCs. This covers wholly owned centres, hybrid models in which a third party supports initial setup, joint ventures, and build-operate-transfer structures in which ownership moves to the parent on pre-agreed terms.

Its wider services include strategy advisory, market and site assessment, business planning, tax, compliance, audit and business process outsourcing.

Key strengths: Midsize and Mittelstand focus, tax and regulatory expertise, structuring advice and cross-border advisory capability.

Consideration: Rödl & Partner is advisory- and compliance-led. Companies should clarify who will own execution for hiring, workspace and day-to-day operations, or plan for a separate execution partner.

Website: Rödl & Partner - Building GCCs in India

8. Alvarez & Marsal - GCC Strategy, Organisation Design and GCC-as-a-Service

Best suited for: Mid-market companies that want GCC planning tied closely to operational and financial performance improvement.

Alvarez & Marsal (A&M) is a global professional services firm with a GCC and global business services advisory practice in India.

Its GCC work spans strategy formulation, organisation design, management of initial execution and transition, GCC-as-a-Service and later expansion and transformation.

A&M has noted that mid-market companies establishing GCCs often experience a greater degree of change than their enterprise counterparts. That makes leadership alignment, value articulation and process readiness particularly important.

Key strengths: Performance-improvement orientation, GCC strategy and organisation design, transition management and GCC-as-a-Service.

Consideration: Companies should clarify which elements A&M delivers directly and which are delivered through partners, and how the commercial model applies to a mid-sized centre.

Website: Alvarez & Marsal

9. GSPANN - Lean Technology GCCs Through Build-Operate-Transfer

Best suited for: Mid-sized enterprises establishing lean technology centres in India.

GSPANN, a technology services company headquartered in Milpitas, California, offers GCC setup through a build-operate-transfer model, along with GCC modernisation and operations management.

It positions its GCC approach for lean, mid-sized implementations, with leadership involvement from the start. In 2026, it hosted a discussion with Nasscom, Nordea Bank and IDCC on how mid-sized enterprises are rethinking GCCs in India.

Its modernisation work includes converting vendor-based delivery or legacy captive centres into owned, higher-performing operations.

Key strengths: Lean technology GCC setup, BOT capability, modernisation of existing delivery models and technology services depth.

Consideration: Companies should review transfer terms, and confirm GSPANN's capabilities for any non-technology functions planned for the centre.

Website: GSPANN - Global Capability Centers

10. Gloplax - GCC Advisory and Enablement for Small and Mid-Sized Centres

Best suited for: Companies seeking partner-supported GCC setup and operations, including GCC-as-a-Service arrangements.

Gloplax was established in 2019 by leaders from the global sourcing industry, with the aim of making offshoring simple and accessible. It enables global companies to set up and run centres in India and the Philippines.

In 2023, KPMG in India and Gloplax announced an alliance to offer a GCC-as-a-Service model spanning strategy and design, entity setup, facilities, operations and support functions. In 2026, Gloplax announced a collaboration with Kyndryl covering GCC strategy, setup, modernisation and operations.

Key strengths: Practitioner-led GCC enablement, GCC-as-a-Service, advisory alliances and experience with smaller and mid-sized centres.

Consideration: Where a team operates through a partner's structure, companies should agree the route, timing and cost of moving to their own entity before the engagement begins.

Website: Gloplax

Choosing an Engagement Model as a Mid-Sized Company

The engagement model often matters as much as the choice of partner. Each structure distributes ownership, operational responsibility and risk differently. The right choice depends on how much control the company wants, the capabilities it already has and how quickly it needs to establish operations.

Engagement model	When it may be suitable	Key considerations

Wholly owned captive	Companies that want full ownership from day one and have the internal capacity to establish and manage their India operations	Requires internal leadership and resources to manage setup, compliance, finance, HR and operations
Company-Owned Partner-Operated (COPO)	Companies that want to own the Indian entity and intellectual property from the outset but need a partner to manage operations	Governance, decision rights and responsibilities between the company and operating partner must be clearly defined
Build-Operate-Transfer (BOT)	Companies that prefer a partner to establish and run the GCC initially, with a planned transition to their own operations	Transfer timing, costs, workforce continuity, intellectual property and leadership retention should be agreed upfront
GCC-as-a-Service	Companies seeking integrated setup and operational support without building all the required infrastructure and support functions themselves	Ownership structures, commercial commitments and flexibility to transition services in-house vary by provider
Modular GCC support	Companies that already have some internal capabilities and require support only for specific activities such as hiring, compliance, infrastructure or governance	Works best when the company has someone internally accountable for coordinating the different workstreams

These models are not mutually exclusive. A mid-sized company may begin with partner-supported operations and gradually take greater ownership as its India centre grows. The important decision is not simply which model enables the fastest setup, but which provides the right balance of control, cost, flexibility and long-term capability development.

Right-sizing governance

Governance for a mid-sized GCC should be clear but proportionate. The essentials are a defined mandate, explicit decision rights between headquarters and India, a named India leader with real authority, and a small set of measures that go beyond cost. Layers of committees designed for a 5,000-person centre can slow a focused centre down.

How to Choose a GCC Setup Partner as a Mid-Sized Company

1. Look for experience with companies of comparable size

A partner's track record with very large enterprises does not automatically translate to a focused centre. Ask for examples of work with companies of a similar size, functional mandate and stage of India maturity.

2. Confirm senior involvement beyond the sales process

Mid-sized engagements can receive less senior attention than large programmes. Clarify who will lead the engagement, how often they will be involved and who will remain accountable after launch.

3. Decide how much you want to own, and when

Before selecting a partner, organisations should clarify:

- Who will own the legal entity and employ the workforce?
- Who will own intellectual property, code, data and client relationships?
- Which functions will the partner run, and for how long?
- What are the conditions, timing and costs for taking over those functions?
- How will leadership and key employees be retained through any transition?

4. Plan the India leadership role early

The India leader is often the single most important appointment in a mid-sized GCC. Define the role, reporting line and decision authority before the first wave of hiring, and involve the partner in the search where it adds value.

5. Model total cost of ownership, not only salaries

A mid-sized centre's economics depend on compensation and benefits, statutory obligations, workspace, technology, governance, partner fees and any transfer or exit costs. Compare these over several years and at the size the centre is expected to reach, not only at launch.

Frequently Asked Questions

Which are the best GCC setup partners for mid-sized companies?

Partners that work with mid-sized global companies include GCCWise, Aeries Technology, ANSR, Zinnov, Inductus GCC, Embark, Rödl & Partner, Alvarez & Marsal, GSPANN and Gloplax.

The appropriate choice depends on the company's mandate, preferred ownership structure, sector and the balance of advisory and execution support required.

What counts as a mid-sized global company?

There is no single definition. Industry research on mid-market GCCs often uses annual revenue, commonly in the range of roughly US$100 million to US$1 billion. Others look at employee numbers, ownership or the scale of international operations.

What matters more than the label is whether the company needs dedicated, long-term capability while keeping overheads proportionate.

Can a mid-sized company afford a GCC in India?

Many can. The key is to size the first phase around a focused mandate, select an engagement model that avoids unnecessary fixed costs and build the business case on total cost of ownership.

Partner-supported models can reduce upfront investment while the company develops its own capabilities.

Which operating model suits a mid-sized GCC?

It depends on the company's appetite for ownership and its internal capabilities. COPO suits companies that want to own the entity from the outset. BOT suits those that prefer a managed start with a planned transfer. GCC-as-a-Service suits companies seeking an integrated platform. A wholly owned captive suits companies with internal experience of running international operations.

Final Thoughts

Mid-sized global companies now have more ways than ever to establish capability in India.

The strongest outcomes usually come from matching the partner and engagement model to the company's actual stage: a focused mandate, proportionate governance, a strong India leader and a clear path to greater ownership.

A partner that brings enterprise-grade discipline without enterprise-scale overheads can help a mid-sized centre become a genuine part of the company's capability, rather than an extension of its cost base.

Planning a GCC for a mid-sized global company?

GCCWise works with mid-sized global organisations on GCC strategy, setup, operationalisation and transformation. Our operator-led approach combines advisory with hands-on execution to help companies build capability centres that fit their stage today and support their growth tomorrow.

Explore GCCWise's GCC Setup & Advisory Services

Contact: hello@gccwise.com

Sources and Further Reading

The following official company sources provide additional information on the providers and engagement models discussed in this article.

1. GCCWise - GCC Setup, Advisory and Transformation Services
2. GCCWise - Industries
3. Aeries Technology - GCC Solutions
4. ANSR - The Quiet Rise of Mid-Market GCCs in India
5. ANSR - GCCs for All: The Mid-Market Expansion
6. Zinnov - Mid-sized, Big Moves: How Mid-market GCCs Are Fueling Growth
7. Zinnov - GCC Setup and Transformation
8. Inductus GCC - GCC Engagement Models
9. Embassy Group - Launch of Embark
10. Deloitte India - Strategic Alliance with Embark
11. Rödl & Partner - Building Global Capability Centres in India: How Midsize Companies Unlock Global Value
12. Alvarez & Marsal - Global Capability Centers: The Great Force Multiplier

13. GSPANN - Global Capability Centers
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15. KPMG in India and Gloplax - GCC-as-a-Service Alliance
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