1. GCCWise - Operator-Led GCC Advisory, Setup and Transformation

Best suited for: Global companies seeking a hands-on partner to establish, scale or transform a GCC in India, particularly where operating-model design, governance and long-term capability development are priorities.

GCCWise is a specialist GCC advisory and execution firm that works with global organisations across GCC strategy, market entry, setup, operationalisation and transformation.

Founded by leaders with direct experience building and operating India-based organisations and global capability centres, GCCWise approaches GCC development from an operator's perspective.

Its model focuses not only on getting a centre operational, but also on establishing the leadership, governance and operating structures required to sustain performance as the centre grows.

This includes defining the GCC's mandate, clarifying decision rights between headquarters and India, designing governance structures, developing leadership capability and establishing operating models that can support evolving business requirements.

Key services

- **GCC strategy and market entry:** Location assessment, business-case development, operating-model selection and capability 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, leadership effectiveness, capability development and innovation.
- **Bespoke GCC support:** Targeted interventions addressing governance, workforce strategy, organisational design, compliance and operational challenges.
- **Ecosystem enablement:** Connecting GCCs with relevant industry, academic, technology and innovation ecosystems.

What differentiates GCCWise?

GCCWise brings together strategic advisory and hands-on execution, with particular emphasis on the challenges that can emerge after a GCC is launched.

A centre may successfully establish its operations and hire its initial workforce, yet struggle later with unclear accountability, excessive dependence on headquarters, limited leadership authority or governance structures that no longer support its scale.

GCCWise addresses these considerations during initial design rather than treating them solely as post-launch transformation issues.

The firm supports organisations through flexible engagement models, including GCC-as-a-Service, accelerated build-operate-transfer structures, Company-Owned Partner-Operated (COPO) arrangements and modular launch support.

Its approach is particularly relevant to companies seeking direct senior leadership involvement and an execution partner that can work alongside internal teams through setup, stabilisation and growth.

Key strengths: Operator-led execution, direct senior involvement, flexible engagement structures, operating-model design, governance 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 infrastructure and certain operational requirements, it coordinates with ecosystem and delivery partners.

Website: GCCWise

2. ANSR - Integrated GCC Setup and Operations

Best suited for: Enterprises seeking an integrated partner for GCC establishment, infrastructure, talent and ongoing operations.

ANSR is an established GCC specialist offering services across GCC strategy, setup, workforce development, workspace and operational management.

Its GCC-as-a-Service model brings together several elements of GCC development through an integrated platform, enabling organisations to establish and scale India operations with coordinated execution support.

ANSR's experience includes supporting multinational companies with GCC setup and expansion, particularly where organisations require infrastructure, talent and operating capabilities alongside advisory services.

In 2024, ANSR announced a strategic alliance with Accenture to combine its GCC setup capabilities with Accenture's enterprise consulting and transformation expertise.

Key strengths: Integrated GCC setup, workspace solutions, talent infrastructure, operations management and experience with large enterprise programmes.

Consideration: Organisations should evaluate the flexibility of the integrated model, particularly if they already have internal capabilities or prefer to manage selected GCC functions independently.

Website: ANSR

3. Zinnov - Research-Led GCC Strategy and Advisory

Best suited for: Companies requiring research-backed GCC strategy, location assessment, market intelligence and operating-model advisory.

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

Its services span GCC strategy, market entry, setup, operations, scale and transformation. Zinnov is also recognised for its research and analysis of the Indian GCC market, including its work with Nasscom on GCC landscape studies.

Its research-oriented approach can be particularly relevant to organisations evaluating India for the first time, comparing potential locations or determining the appropriate size and functional mandate of a GCC.

Beyond advisory, Zinnov offers GCC-as-a-Service and managed support covering activities such as workforce planning, finance, HR, IT and administration.

Key strengths: GCC market research, location benchmarking, strategy development, end-to-end setup and transformation advisory.

Consideration: Companies should clarify how strategy and research-led recommendations translate into implementation ownership, operational delivery and ongoing support.

Website: Zinnov

4. Accenture - Enterprise GCC Strategy, Setup and Transformation

Best suited for: Global enterprises seeking integrated GCC strategy, setup, technology enablement and transformation support.

Accenture provides GCC advisory and execution services covering strategy development, operating-model design, centre setup, operational improvement and transformation.

Its GCC offering combines consulting, technology, talent and managed services capabilities to help organisations establish new centres and expand the mandates of existing ones.

Accenture's strategic partnership with ANSR brings together enterprise consulting and transformation capabilities with GCC setup and operating infrastructure.

The company's approach increasingly incorporates AI, automation and new operating models, positioning GCCs as contributors to broader enterprise transformation rather than solely as offshore delivery centres.

Key strengths: Enterprise strategy, technology integration, operating-model transformation, AI enablement and access to a broad global delivery ecosystem.

Consideration: Organisations should evaluate the proposed engagement structure, the division of responsibilities between Accenture and its ecosystem partners, and the suitability of the model for their intended GCC scale.

Website: Accenture - Global Capability Centers

5. Deloitte - Multidisciplinary GCC Consulting and Setup

Best suited for: Enterprises requiring integrated consulting, tax, regulatory, risk, technology and transformation support.

Deloitte offers GCC advisory and setup services as part of its broader consulting and professional services capabilities.

Its multidisciplinary approach brings together operating-model design, location strategy, regulatory considerations, governance, cybersecurity, technology and transformation expertise.

In 2025, Deloitte India announced an alliance with Embark, an integrated GCC platform associated with Embassy Group, to support organisations across GCC strategy, infrastructure, setup and ongoing operations.

This combination can be relevant to enterprises seeking coordinated advisory and implementation support across several complex workstreams.

Key strengths: Enterprise consulting, multidisciplinary advisory, regulatory expertise, risk management and complex transformation programmes.

Consideration: Organisations should assess the proposed delivery structure, partner responsibilities, commercial model and suitability for the intended GCC size and operating environment.

Website: Deloitte

6. Infosys - Technology-Led GCC Setup and Transformation

Best suited for: Global enterprises establishing technology-intensive GCCs or seeking extended operational and technology support.

Infosys brings extensive technology services and global delivery experience to GCC setup and transformation.

Its GCC offerings include different engagement structures such as build-operate-transfer, assisted builds and partner-supported operating models.

The company's capabilities are particularly relevant for organisations developing GCCs focused on software engineering, cloud, AI, digital transformation and large-scale technology operations.

In November 2025, Infosys introduced its AI-First GCC Model, designed to incorporate AI capabilities across GCC setup, operations and transformation.

Key strengths: Global technology delivery, large-scale programme execution, AI capabilities and technology-led GCC transformation.

Consideration: Companies should distinguish between building a captive GCC and purchasing managed technology services, including the long-term ownership of talent, intellectual property and operating capabilities.

Website: Infosys

7. EY - GCC Advisory, Governance and Transformation

Best suited for: Organisations seeking integrated advisory, operating-model design, governance, regulatory and transformation support.

EY provides GCC-related consulting and execution services spanning strategy, operating models, tax, legal, risk, technology, talent and business operations.

Its Capability Center-as-a-Service offering supports organisations seeking an integrated approach to building, operating, scaling and transforming global capability centres.

EY's wider professional services capabilities can be particularly relevant to organisations navigating complex operating environments or requiring alignment between financial, regulatory, technology and governance considerations.

Key strengths: Integrated advisory, regulatory expertise, operating-model design, governance and enterprise transformation.

Consideration: Organisations should evaluate the scope of the engagement, the allocation of execution responsibilities and how ongoing operations will be managed.

Website: EY - Capability Center-as-a-Service

8. Hexaware - BOT-Led GCC Setup and Technology Services

Best suited for: Global companies seeking a technology-led GCC setup partner with build-operate-transfer and managed operating capabilities.

Hexaware combines its technology services expertise with GCC setup capabilities, strengthened by its acquisition of GCC specialist SMC Squared in July 2025.

The combined offering supports organisations across GCC advisory, setup, operations, optimisation and technology enablement.

Hexaware's GCC 2.0 offering brings together SMC Squared's GCC build-operate experience with Hexaware's technology and AI capabilities.

Its engagement structures include managed services, build-optimise-transfer and hybrid arrangements, depending on client requirements.

Key strengths: GCC build-operate expertise, technology delivery, operationalisation and integration with broader digital capabilities.

Consideration: Organisations should review the terms governing ownership and transfer, including workforce continuity, intellectual property, commercial arrangements and transition responsibilities.

Website: Hexaware

9. Inductus GCC - Flexible GCC Ownership and Operating Models

Best suited for: Organisations exploring flexible GCC structures, particularly those seeking direct ownership with partner-managed operations.

Inductus GCC provides setup and operational services through several engagement structures, including Company-Owned Partner-Operated (COPO), Build-Operate-Transfer (BOT) and flexible service delivery models.

Its COPO approach is designed for organisations that want to retain ownership of their GCC while relying on an external partner to manage selected operational responsibilities.

This can be relevant where companies require greater control over their India operations but prefer not to independently build every supporting operational function.

Inductus also offers flexible engagement structures for organisations requiring customised GCC support.

Key strengths: Flexible engagement models, ownership-oriented structures, operational support and modular service delivery.

Consideration: Organisations should clearly establish responsibility for governance, statutory compliance, employment arrangements, data protection and operational decision-making.

Website: Inductus GCC

10. TCS - Enterprise-Scale GCC Setup and Technology Transformation

Best suited for: Large global organisations establishing complex technology and business capability centres.

Tata Consultancy Services (TCS) offers GCC-related services backed by its global technology delivery capabilities, industry expertise and experience managing complex enterprise programmes.

In June 2026, TCS launched its Global Value & Innovation Centres (GVIC) business unit to help enterprises establish AI-native GCCs and transform existing centres.

The offering spans advisory, operating-model design, setup, managed operations, technology enablement and transformation.

Its approach is particularly relevant to enterprises developing large technology or business capability centres requiring integration with global operating models and enterprise systems.

Key strengths: Global delivery scale, AI-led technology transformation, enterprise systems integration and complex programme execution.

Consideration: Enterprises should establish clear boundaries between captive capability development and outsourced technology services, including governance, transfer arrangements and long-term operational ownership.

Website: TCS - Global Value & Innovation Centres

Comparing GCC Advisory, BOT and GCC-as-a-Service Providers

GCC setup partners differ not only in their capabilities but also in how they structure and deliver engagements.

Some organisations require independent strategic advice before committing to India. Others prefer a partner to take responsibility for setup and early-stage operations. Companies with established internal capabilities may need support only across specific workstreams.

Understanding these differences is essential when selecting a GCC partner.

Engagement model	What it typically involves	Suitable for
GCC advisory and consulting	Market assessment, location strategy, financial feasibility, operating-model design and governance	Organisations defining their GCC strategy or transforming an existing centre
Build-Operate-Transfer (BOT)	A partner builds and operates the centre for an agreed period before transferring defined operations or ownership	Companies seeking a managed entry with a structured transition pathway

Engagement model	What it typically involves	Suitable for
GCC-as-a-Service	Integrated setup and operational support, potentially covering infrastructure, talent, compliance and ongoing operations	Organisations seeking coordinated execution with reduced initial operational complexity
Company-Owned Partner-Operated (COPO)	The client owns the GCC entity while a partner manages agreed operational activities	Companies seeking direct ownership with external execution support
Modular GCC setup support	A partner supports selected workstreams such as talent, compliance, infrastructure or governance	Companies with internal execution capabilities that need targeted specialist support

These models are not mutually exclusive. Many GCC setup firms offer more than one engagement structure or combine strategic advisory with execution.

The right model depends on the organisation's desired level of control, investment priorities, internal operating capabilities and long-term plans for its India centre.

Advisory vs execution: What should companies consider?

Strategic advice and execution are closely connected, but they are not the same.

An advisory engagement may help establish the business case, location strategy and operating model. Execution requires translating those decisions into an operational centre, with appropriate governance, talent, infrastructure and management processes.

For companies establishing their first GCC, having a clear owner for execution can reduce the coordination challenges associated with managing multiple vendors and workstreams.

At the same time, organisations with strong internal leadership and project-management capabilities may prefer to retain execution ownership and use external advisors selectively.

The decision should be based on the capabilities the organisation already possesses and the responsibilities it wants to delegate.

How to Choose the Right GCC Setup and Advisory Partner in India

Selecting a GCC setup partner requires more than comparing company size, service offerings or brand recognition.

Five considerations are particularly important.

1. Define the GCC's mandate before selecting a provider

A GCC established primarily for transactional operations will have different requirements from one expected to own product engineering, AI development, analytics or global business processes.

The mandate should inform the operating model, leadership requirements, location strategy and capability roadmap.

Organisations should establish what the GCC will own, how success will be measured and how its responsibilities may evolve over time.

2. Evaluate experience relevant to your company size

A partner experienced in establishing 3,000-person centres may not necessarily have the most appropriate commercial or operational model for a 75-person GCC.

Similarly, a specialist supporting smaller GCCs may not have the delivery infrastructure required for a large, multi-location programme.

Companies should evaluate providers based on comparable engagement experience, functional requirements, operating complexity and the level of senior involvement available.

3. Understand the ownership and engagement model

Captive, BOT, COPO and GCC-as-a-Service structures have different implications for control, investment, compliance, intellectual property and long-term costs.

Before selecting a partner, organisations should clarify:

- Who will own the legal entity and employ the workforce?
- Who will control intellectual property and business data?
- Who will manage day-to-day operations?
- How will financial and operational accountability be structured?
- What happens when the organisation wants to transition to a different operating model?

These considerations are particularly important in BOT and other partner-operated arrangements.

4. Look beyond launch readiness

Successful incorporation, office setup and initial hiring are important milestones, but they do not necessarily indicate that a GCC is positioned for sustained performance.

Organisations should evaluate how a prospective partner approaches leadership development, governance, decision rights, operational accountability and capability growth beyond the initial setup phase.

A centre designed solely around initial headcount targets may require significant changes as its responsibilities expand.

5. Establish accountability for execution

GCC establishment involves multiple interdependent activities, including regulatory requirements, infrastructure, technology, recruitment, finance and operations.

Companies should establish who is responsible for overall delivery, how dependencies and risks will be managed, and what support will remain available after launch.

The appropriate partner should align with the organisation's requirements today while supporting the capabilities it expects its GCC to develop over time.

Frequently Asked Questions

Which are the best GCC setup and advisory companies in India?

India has several established GCC setup and advisory providers, including ANSR, Zinnov, Accenture, Deloitte, Infosys, EY, Hexaware, Inductus GCC and TCS, alongside specialist firms such as GCCWise.

The appropriate choice depends on the organisation's size, intended GCC mandate, preferred ownership structure and the balance of advisory and execution support required.

What services do GCC setup consultants provide?

GCC setup consultants may support market entry, location strategy, financial feasibility, entity incorporation, regulatory coordination, talent acquisition, operating-model design, governance, infrastructure, launch execution and ongoing operations.

The precise scope varies by provider and engagement model.

How much does it cost to set up a GCC in India?

The cost of setting up a GCC depends on the number of employees, location, functional requirements, compensation levels, infrastructure, technology and operating structure.

Organisations should evaluate the total cost of ownership, including initial setup costs, recurring operational expenses, provider fees and potential transfer costs.

A phased approach may help companies manage initial investment while developing capabilities over time.

How long does it take to set up a GCC in India?

Timelines depend on the engagement model, regulatory requirements, infrastructure readiness, hiring needs and the scope of operations.

Hosted and partner-operated arrangements may enable selected activities to begin sooner, while wholly owned captive structures can require additional preparation.

The timeline for becoming operational should also be distinguished from the time required to establish a stable, fully staffed and mature centre.

What is the difference between GCC advisory and GCC-as-a-Service?

GCC advisory typically focuses on strategic decisions, including feasibility, location, business-case development, operating-model design and governance.

GCC-as-a-Service generally combines setup and ongoing operational support through a managed engagement.

The precise ownership, commercial and delivery structures vary between providers. Some firms offer both advisory and execution services.

What is the difference between BOT and COPO?

Under a Build-Operate-Transfer arrangement, a partner establishes and operates a centre before transferring defined operations or ownership to the client at an agreed stage.

Under Company-Owned Partner-Operated, the client owns the GCC entity from the outset while an external partner manages agreed operating activities.

The appropriate structure depends on the client's desired level of control, investment preferences and internal operating capabilities.

Can mid-sized companies establish a GCC in India?

Yes. GCCs are no longer limited to the largest multinational enterprises.

Mid-sized global companies can establish focused centres for functions such as product engineering, technology, finance, analytics and business operations.

For these organisations, selecting an appropriate initial mandate, leadership structure and operating model is particularly important to avoid unnecessary overhead while enabling future growth.

Final Thoughts

India's GCC market offers organisations several routes to establish and expand global capabilities.

For some enterprises, an integrated large-scale provider may offer the appropriate combination of infrastructure and operational support. Others may benefit from research-led consulting, technology expertise or a more focused operator-led engagement.

The choice of partner should reflect not only how quickly a centre can be established, but also what the organisation expects that centre to become.

A well-designed GCC needs the governance, leadership and operating structures to support performance as its responsibilities expand.

Planning to establish or transform a GCC in India?

GCCWise works with global companies from initial strategy and operating-model design through setup, stabilisation and transformation. If you're evaluating India or considering changes to an existing GCC, we'd be interested in understanding your requirements.

Discuss your GCC plans with GCCWise.

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. ANSR - Global Capability Center Services
3. ANSR and Accenture - Strategic GCC Partnership
4. Zinnov - GCC Setup and Transformation
5. Accenture - Global Capability Centers
6. Deloitte India - GCC Services Alliance with Embark
7. Infosys - AI-First GCC Model
8. EY - Capability Center-as-a-Service
9. Hexaware - Corporate Website
10. Inductus GCC - GCC Engagement Models
11. TCS - Global Value & Innovation Centres