

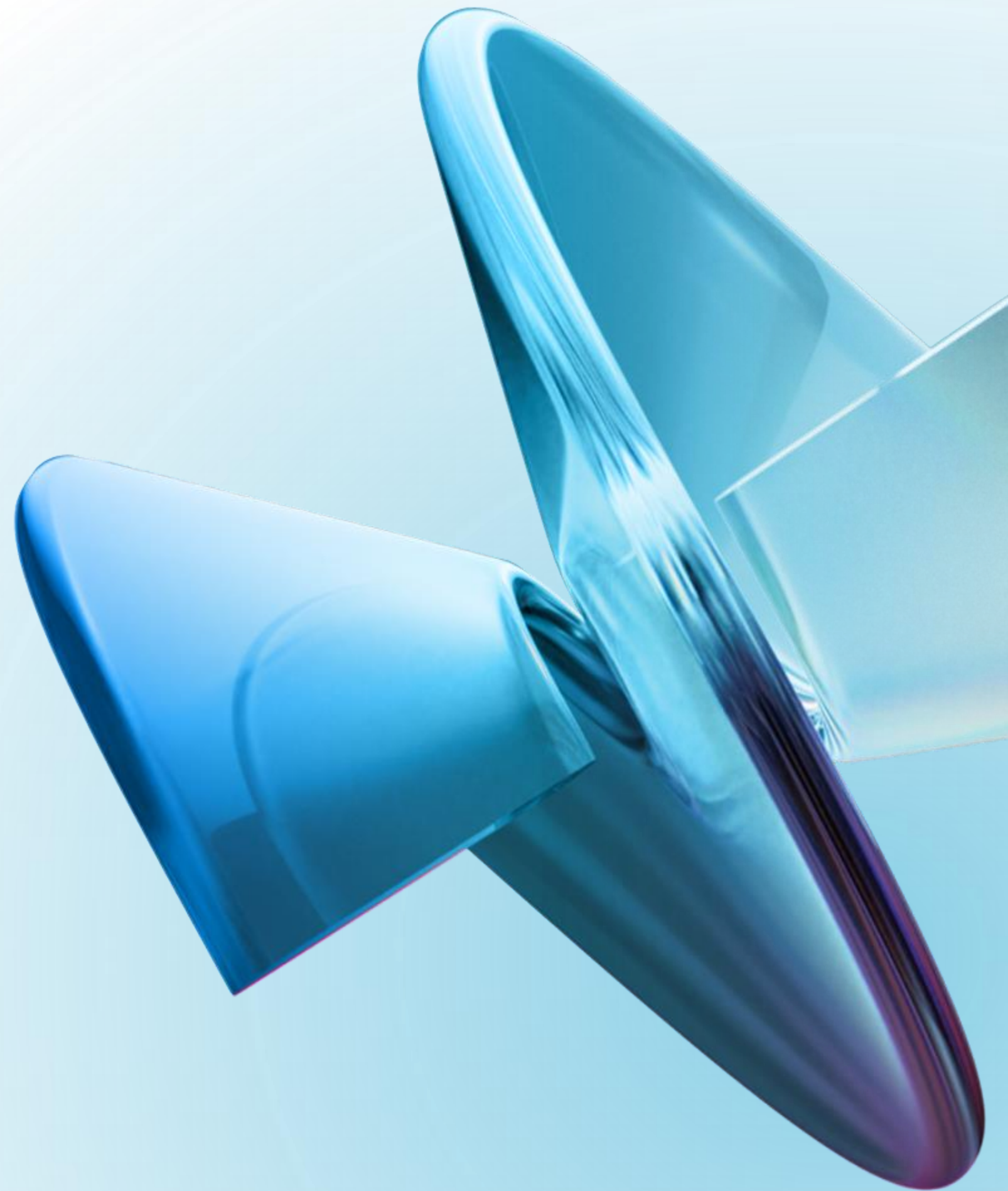
CAs: Architects of Global Efficiency

Innovate , Integrate, Inspire

Speaker:

Aniket Sunil Talati

Past President, ICAI





What is a GCC and why you need it?

Wholly owned, integrated, strategic platform typically established in talent rich locations (such as India) for significantly enhanced value.



Integrated

Companies can **set up & operate a GCC** to access global top-talent and build differentiating business capabilities.



Enhanced Value

Enterprises that partner with **experts to successfully set up & operate** GCCs in offshore locations see significant enhancement in time to value.



Strategic Platform

GCCs have evolved into centers of excellence driving enterprise **growth, transformation** and **innovation** agenda.



Wholly Owned

GCCs are a **mainstream strategy** to establish new business capabilities, gain efficiencies and optimize costs.

Global Capability Centers (GCCs)

The Evolving Role of Chartered Accountants

Dynamic Hubs:

GCC serves as a dynamic environment where chartered Accountants lead in operational excellence and innovation.

Visionaries and Integrators:

Chartered Accountants are not merely number crunchers; they are visionaries and integrators shaping the future of finance.

Fostering Innovation:

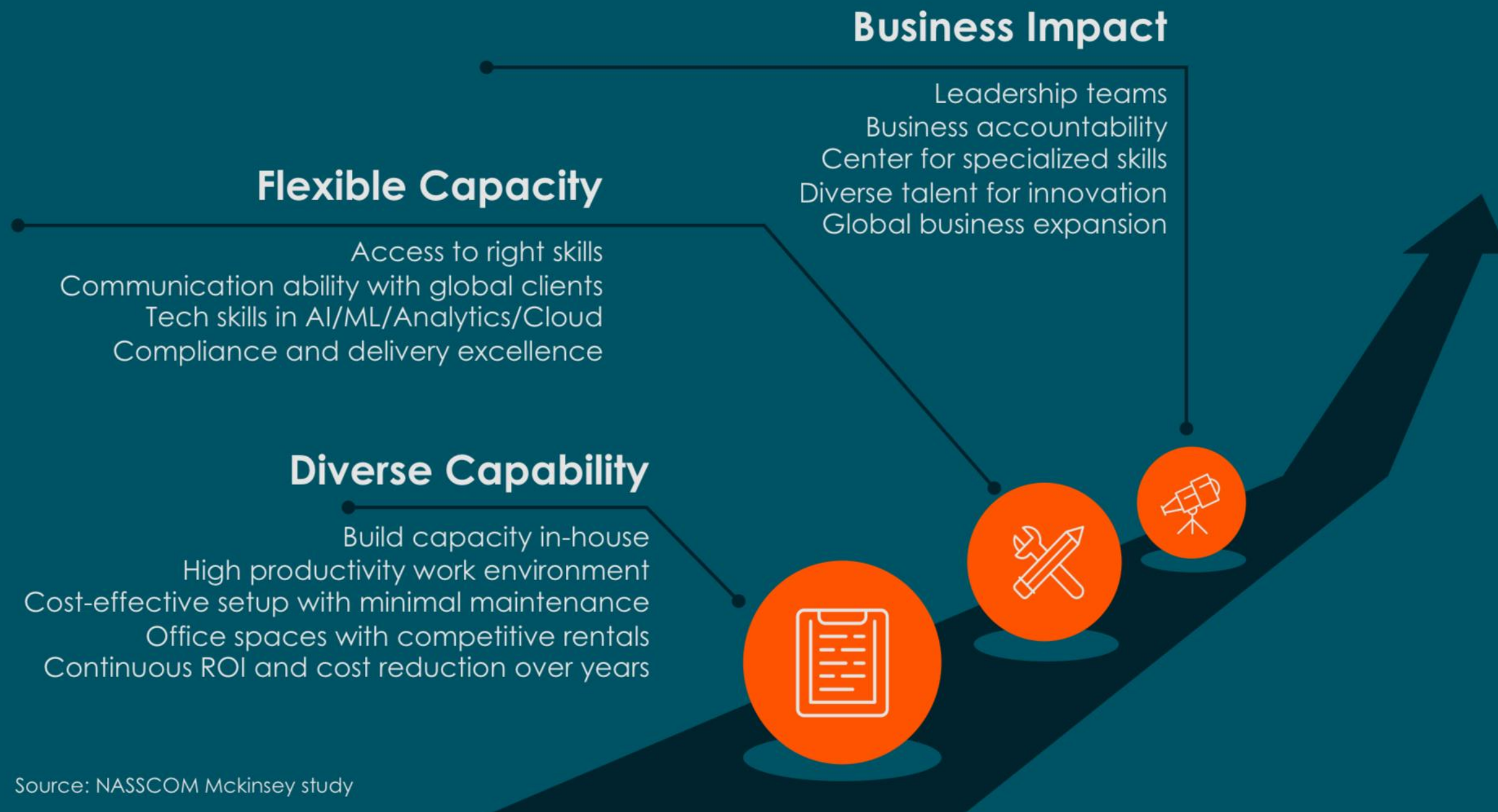
In GCCs, CAs foster innovation by integrating financial insights with cutting-edge business practices.

Delivering value at scale:

These professionals orchestrate processes that enhance value delivery on a global scale ensuring efficiency and effectiveness.



Key reasons why enterprises set up GCCs



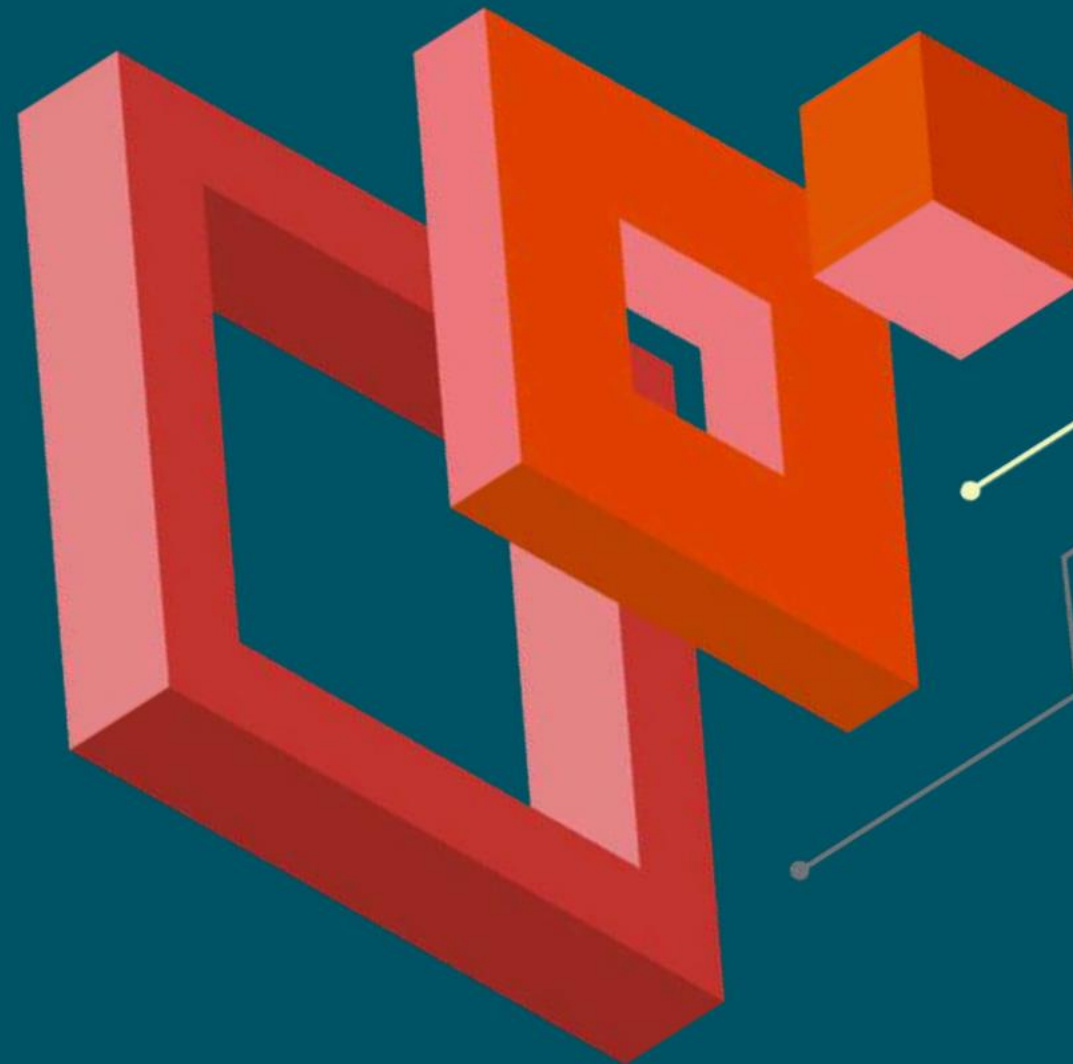
40%
of corporate headcount work out of GCCs

4 in 10
Enterprise technology & back-office operations leaders are placed at GCCs

30%
of GCCs have their KPIs linked to business outcomes

55%
of enterprise technology products are developed in GCCs

Drivers influencing the GCC growth



CX

Create meaningful business impact by delivering incredible customer experience

True digital transformation
Business impact
Customer centric

CAPABILITY

GCCs have increased focus on digital capability while building and running IT and business operations for the parent

New-age tech, such as AI/ML
Upskill and re-skill

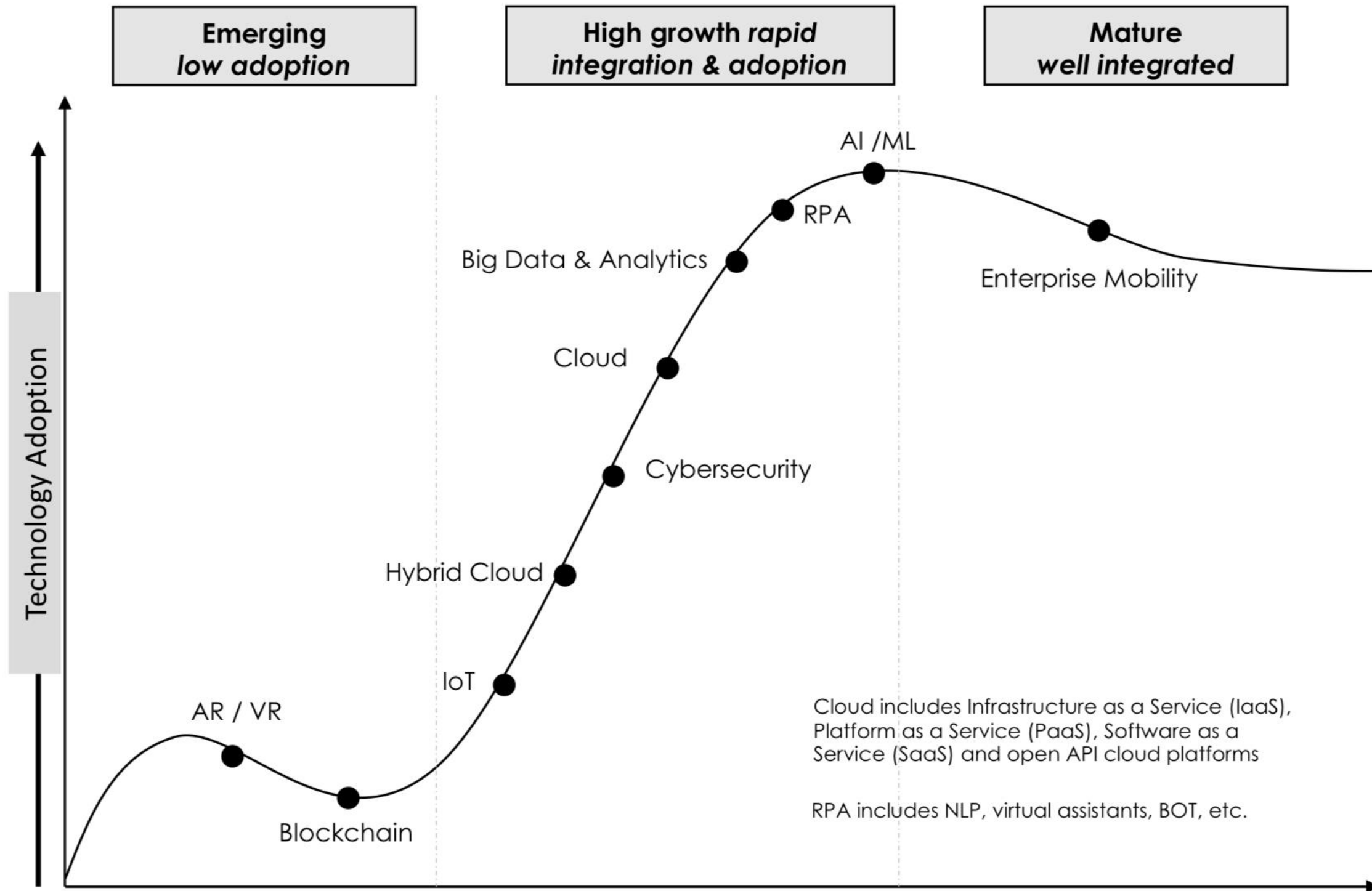
CAPACITY

Flexibility to ramp-up and scale the talent and infrastructure based on the global business demands

Competitive rentals
Engaging spaces
Delivery excellence

Cost | Competence | Compliance | Continuity

GCCs are leading next gen technology adoption



- GCCs provide companies with opportunity to invest in newer technologies at a reduction of traditional costs – creating a **competitive advantage**
- GCC strategies often focus on enhancing and/or building **Big Data & analytics, cloud, and mobile** capabilities
- Investments in **IoT** and **Hybrid cloud** are expected to grow rapidly in next 2-3 years. Increased investments in AI/ML
- **Blockchain** and **AR/VR** practical applications are emerging

How are GCCs different?



TALENT

Ability to hire and develop best talent for the global enterprise



EXPENSE SAVINGS

15%-20% additional savings over traditional outsourcing / BOTs



BUSINESS CAPABILITIES

Develop / strengthen / scale enterprise business capabilities



PRODUCTIVITY

20%-25% productivity improvements over traditional outsourcing model



STRATEGIC CAPACITY

Develop capacity / scale to accelerate execution around enterprise strategic priorities



INNOVATION

Leverage ecosystem and best practices to drive open innovation programs

Strategic Leadership. Beyond Numbers

Chartered Accountants serve as enterprise navigators, influencing strategic direction and shaping outcomes at scale while being key advisors to CEOs and partners in multinational boardrooms.

- ❖ Today's CAs are enterprise navigators, influencing strategic direction, accelerating transformation, and shaping outcomes.
- ❖ Armed with a 360° understanding of business, risk, regulation, and technology, CAs are key advisors to CEOs and transformation partners.
- ❖ Their influence extends to designing growth strategies, leading digital transitions, and financial modeling for emerging markets.
- ❖ Within GCCs, CAs are building centers of strategic insight, bringing together financial discipline and visionary thinking.



Global Taxation. Commanding Complexity, Creating Clarity

Leveraging strategic expertise in international tax for compliance and efficiency



Expertise in international tax structuring

Chartered Accountants specialize in complex global tax frameworks ensuring optimal structuring

Mastery of transfer pricing regulations

Professionals align transfer pricing policies to comply with global standards and maximize benefits



Ensuring regulatory alignment

CA's maintain up-to-date compliance with evolving international tax laws for risk mitigation

Strategic tax efficiency solutions

Delivering tax planning that balances legal compliance with strategic financial advantage.



Introduction - The Evolving Role of CAs

Beyond Traditional Roles: CAs as Global Change-Makers



CAs are advising on international tax structures, steering ESG narratives, leading digital transitions, and building tomorrow's financial architecture..



Steering ESG narratives:
Leading efforts to integrate Environmental, Social, and Governance principles into corporate strategies and reporting.



Leading digital transitions
Driving transformation by implementing innovative digital solutions and financial technologies across industries.

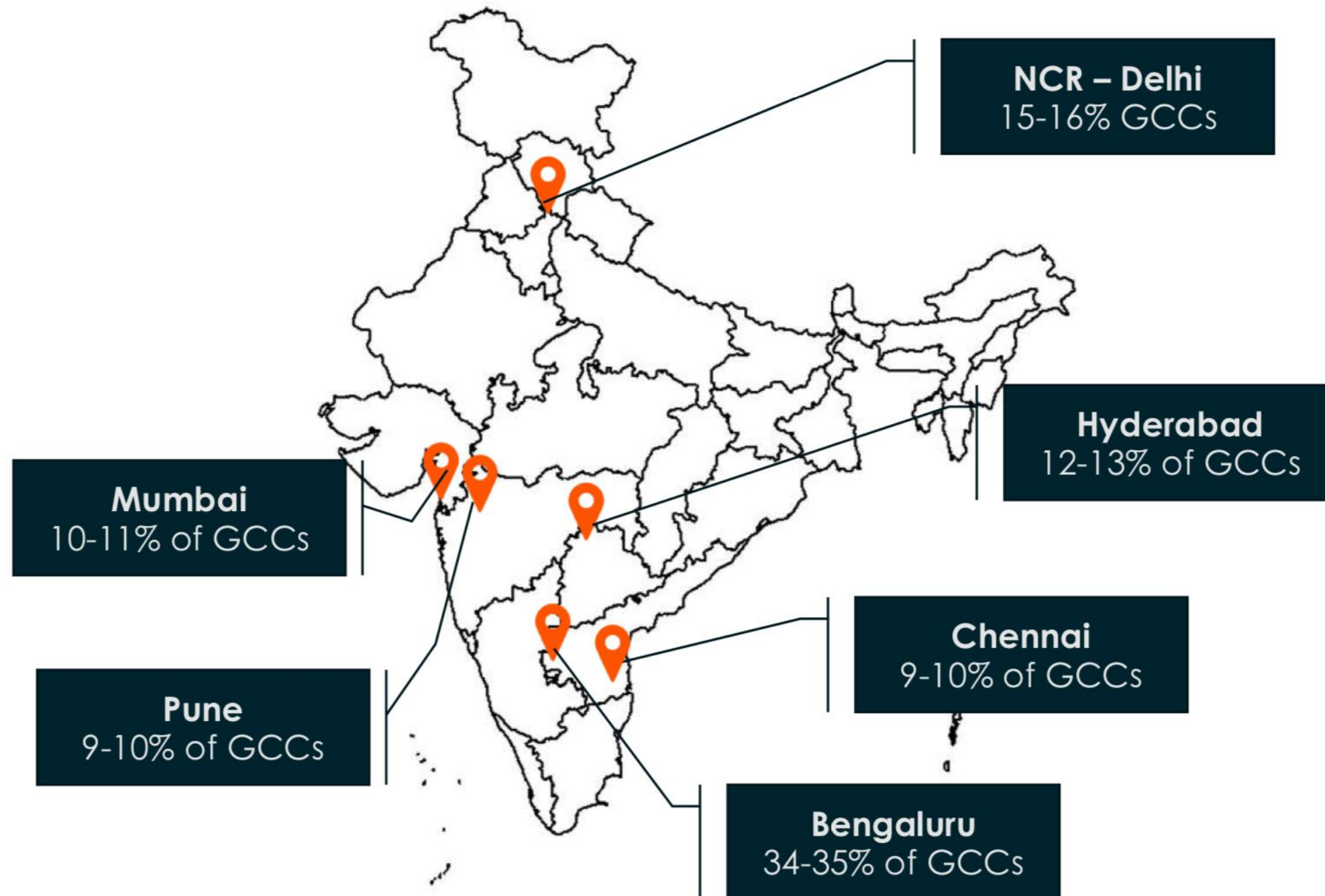


Building the financial architecture of tomorrow Designing forward-thinking financial frameworks and systems that support sustainable economic growth worldwide.



Why you need a GCC in India

English-speaking tech talent has made India the GCC destination of choice -- one that is unlikely to be challenged over the next 10-15 years.



Source: NASSCOM

27%

of Global 2000 firms have established GCCs, with ~ 50% of those operating in India

1300+

Global MNCs with centers in India

90%

of GCCs are in top 6 cities

1.3M

people work at GCCs across India



Case in Point

The **Retail / CPG** GCC landscape is flourishing in India



Source: NASSCOM

- India is home to the GCCs of **~ 25%** of global Retail/CPG companies* and employ **over 50,000 people** in India
- Retail/CPG is one of the fastest growing GCC segments in India
- **Over 50%** of the Retail/CPG GCCs have been set up in last **7 years**
- Retail / CPG GCCs are emerging as a strategic driver for **innovation** and building **new capabilities** in **digital and core functions**
- Retail / CPG GCCs are leveraging **strategic partnerships** to enable **niche initiatives** as well as bring scale
- **Bengaluru** is the **preferred GCC location** hosting over **70%** of Retail/CPG GCCs
- **~25** Retail/CPG enterprises are looking to establish new GCCs in 2021/22, tapping into the mature ecosystem of talent and global operating models



Case in Point

India boasts of technology and domain expertise for **Travel & Transportation** industry



Source: ANSR

- India is home to the GCCs of **~ 20%** of Forbes 2000 Travel & Transportation companies* and employ 20,000-25,000 people in India
- **Around 35%** of the Travel & Transportation GCCs have been set up in last **7 years**
- Technology work for the Travel & Transportation industry started with IT Services, then matured into product development (local and international markets) and subsequently evolved to high value work in eCommerce and analytics
- **Mumbai** is the **preferred GCC location** hosting **~30%** of Travel & Transportation GCCs
- Travel & Transportation GCCs experience relatively lower attrition than other industries **due to high loyalty and stickiness factors**
- **Uber and Delta Air Lines** are select examples of travel & transportation companies delivering software product development from India



Case in Point

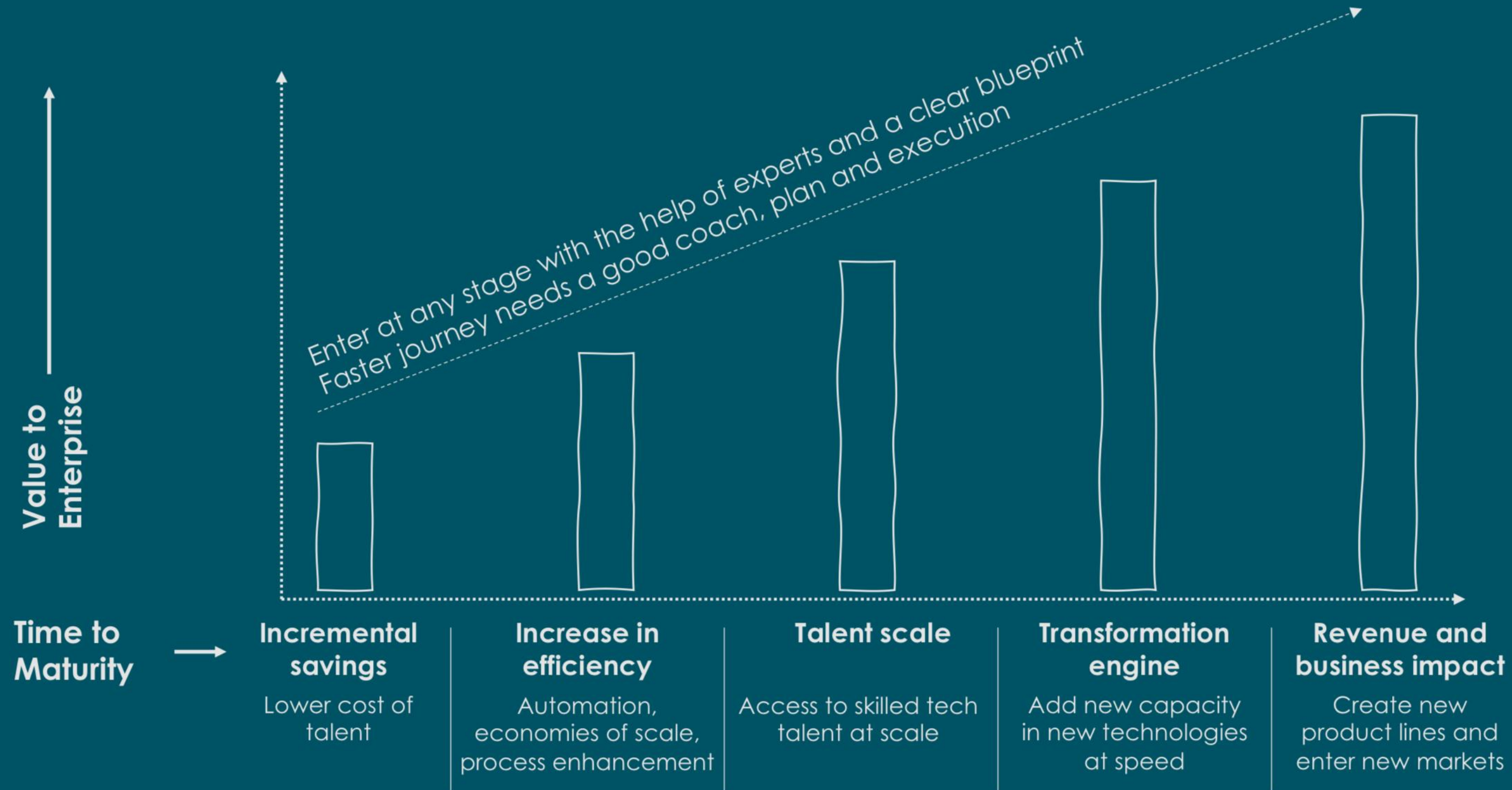
The **BFSI** GCC landscape is significantly matured in India



Source: ANSR

- India is home to the GCCs of **~15%** of Forbes 2000 BFSI companies* and employ **~360,000** people in India
- BFSI is the second-largest GCC vertical by headcount and is significantly matured GCC segment in India
- **Around 35%** of the BFSI GCCs have been set up in **last 7 years**
- BFSI GCCs have established multiple product development center of excellences to build **capabilities** in **digital and core functions**
- BFSI GCCs have built partnership ecosystem with startups and educational institutions to drive innovation
- **Bengaluru** is the **preferred GCC location** hosting over **55%** of BFSI GCCs
- So far in 2021, Goldman Sachs and TransUnion have established new centers, whereas Commonwealth Bank of Australia, Credit Suisse, Deutsche Bank, JP Morgan Chase, MassMutual, Sun Life Financial have expanded existing centers

GCC value index





A winning GCC blueprint

Evaluate
GCC Readiness
Assessment
GCC Talent
Assessment
GCC Infrastructure
Assessment

Design
Business Case
Functional Intake
Design and
Approvals
Talent
Infrastructure Plan

Setup
Legal, Risk &
Compliance
Finance & Tax
IT Infrastructure
Human Resources
Safety & wellbeing

Operate
Finance Operations
HR Operations
IT Operations
Workspace
Operations

Talent Acquisition

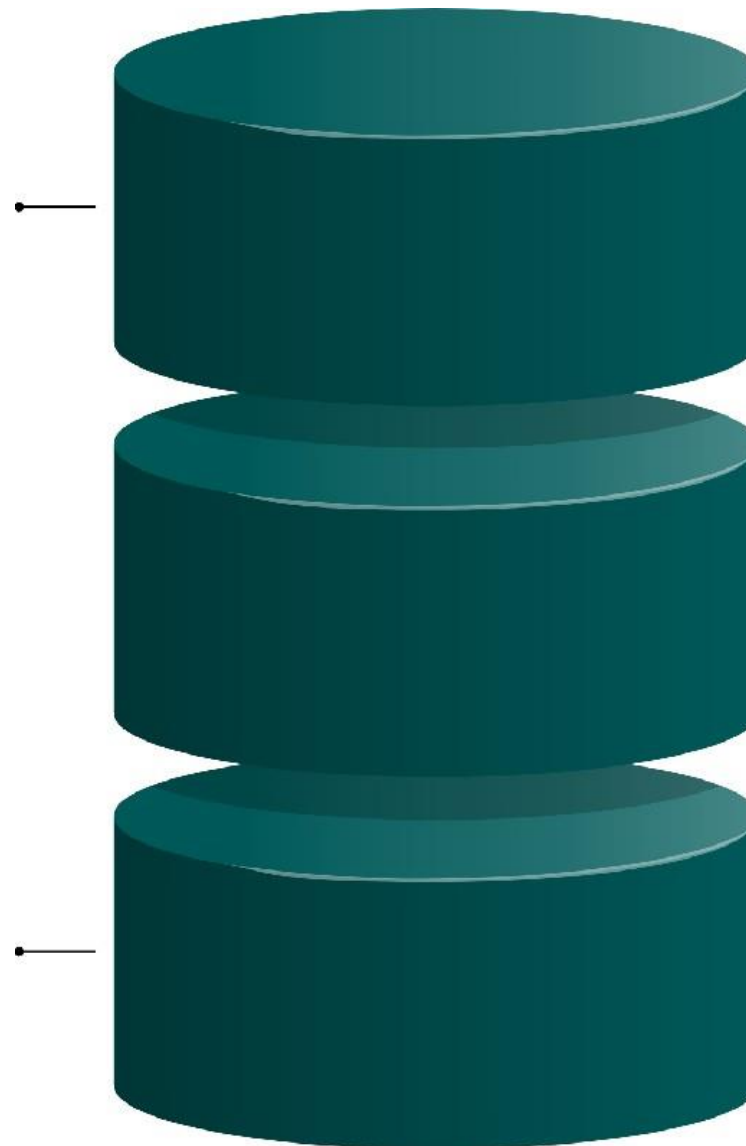
Program Governance

Global Standing a Profession Without Borders:

Chartered Accountants in a Border less world

Professionals Without Borders

Chartered Accountants (CAs) are increasingly recognized as trusted advisors in boardrooms around the world.



Strategic Corporate Roles

CAs are taking on critical strategic roles in multinational corporations, driving business continuity effectively.

Leading Transformation

They lead transformation agendas that reshape corporate governance and financial strategies globally.

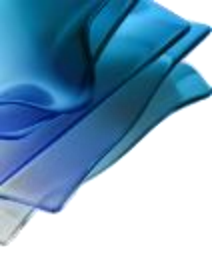
Conclusion - Architects of Global Efficiency

In a world shaped by technology, transparency, sustainability, and speed, one truth is clear

Wherever there's complexity, opportunity, and responsibility—there will be a Chartered Accountant helping the world make sense of it.

Don't Compare or Compete - Collaborate

Re Skill – Re Imagine – Re Shape the Future. Think Global Act Noble !



Beyond ledgers. Beyond standards. Beyond reports.
CAs are the Architects of Global Efficiency.



Thank You!



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