

GCC Ver 4.0

The Journey from Cost Savings to Capability Building...

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GCC Maturity

Maturity Model

Global Capability Centers (GCC) Maturity” refers to how advanced a GCC is in its operating model, value creation, digital capabilities, governance, and strategic impact on the parent organization.

A maturity model helps companies assess where their GCC stands today and what it needs to evolve into a strategic global hub rather than a pure cost-optimization unit.

Below is a widely accepted **GCC maturity framework**, synthesized from industry practices (e.g., Everest Group, Deloitte, McKinsey) and operating models seen across global enterprises

Why are GCCs popular :

Pride in ownership - 100% Owned

Scale on Need - Nano to Large

Dual Transformation - Scale a new peak of market leadership

Leadership - Makes the Difference

Strategic Asset - Survive and Thrive in a VUCA world

. Stage 2 — Efficient Service Delivery Center

Role: Process-optimized shared services center

Focus: Efficiency, SLAs, Lean, and standardization

Typical Functions:

- IT development & maintenance
- Procurement operations
- Payroll, benefits, data management

Characteristics:

- Improved governance & metrics
- Automation in pockets (RPA)
- Domain knowledge building
- Capability development underway

Stage 1 — Transactional / Emerging Center

Role: Cost-effective delivery hub

Focus: Basic repetitive tasks with standardized processes

Typical Functions:

- Finance & Accounting processing
- HR shared services
- Basic IT support (L1/L2)

Characteristics:

- Process adherence over innovation
- Labor-arbitrage driven
- Limited digital adoption
- High dependency on HQ for decision-making

Stage 3 — Advanced Capability Center

Role: Value-creating partner to the enterprise

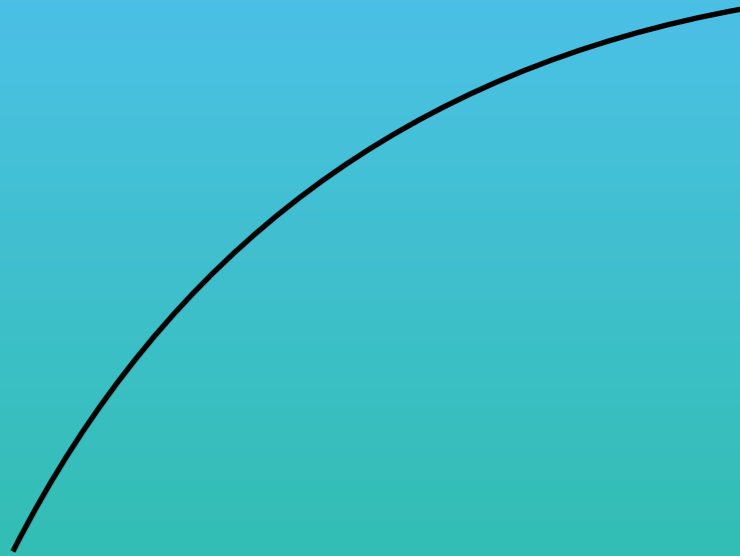
Focus: Digital enablement, domain expertise, analytics

Typical Functions:

- Advanced analytics, insights
- Cybersecurity
- Cloud engineering
- Agile product teams

Characteristics:

- End-to-end ownership of select processes
- Strong talent pipeline
- Higher complexity work
- Increased strategic engagement with leadership



Stage 4 — Innovation Hub / Center of Excellence (CoE)

Role: Driving digital transformation

Focus: Innovation, product building, end-to-end value ownership

Typical Functions:

- AI/ML solutions
- Automation CoEs, cloud CoEs
- Product engineering squads
- Customer experience design

Characteristics:

- GCC drives enterprise change initiatives
- High autonomy in architecture & design
- Strong cross-functional squads
- Innovation KPIs instead of only SLA/efficiency KPIs

Stage 5 — Strategic Global Hub

Role: Enterprise strategy engine

Focus: Business innovation, global P&L contribution, rapid scaling

Typical Functions:

- Transformation blueprinting
- Enterprise AI strategy
- Global product ownership
- Strategic research, M&A support

Characteristics:

- GCC is a strategic advisor to HQ
- Drives new business models
- Operates with global leadership presence
- Significant influence on enterprise decision-making

Key Dimensions in Measuring GCC Maturity

1. **Operating Model**
 - Structure, governance, decision rights, cross-functional models
2. **Talent Maturity**
 - Skill depth, leadership pool, retention, learning ecosystems
3. **Digital & Technology Capabilities**
 - Adoption of AI/ML, cloud, automation, cybersecurity
4. **Value Creation**
 - Cost savings → productivity → innovation → business impact
5. **Process & Delivery Excellence**
 - SLA to Agile to product-based delivery
6. **Stakeholder Management**
 - Level of trust, autonomy, and strategic involvement
7. **Innovation & CoE Strength**
 - Patents, IP, prototypes, global initiatives driven
8. **Scalability & Ecosystem Integration**
 - Partnerships with startups, academia, industry ecosystem

Vision 2030: GCC trend analysis

