

ARTHAVEDA.AI



Journey to Becoming a Global Capability Centre (GCC)

How to Setup a GCC

How CAs can build, scale, and run multi-service GCCs, starting from Finance and expanding into enterprise-wide capability.

Shreyas Kumar

December 12, 2025

WHAT A GCC REALLY IS TODAY

GCCs Have Evolved Beyond Shared Services

Captive GCC's (Company Owned)

- Fully owned by the parent company
- Built for long-term capability
- Typically multi-service, multi-function
- High governance & compliance expectations

Managed GCC (Partner-Run / CA-Led)

- Run by specialists (CA firms, consulting firms)
- Can serve one enterprise or multiple clients
- Strong in Finance, Compliance, Reporting
- Quick to set up, scalable with automation

Both models need the same foundations: process discipline, controls, people, and automation.



Finance: The Anchor Function for Every GCC

- Every process eventually touches Finance
- Predictable month-close builds trust with HQ
- Clean audits = confidence to expand into other functions
- CAs naturally understand controls, risk, and compliance
- Finance is the easiest capability for CA firms to monetise

Choosing the Right Model Before You Build

1. Captive GCC

- Owned and run by the enterprise.

2. Managed GCC (CA-led)

- CA firms build a mini-GCC to service multiple clients.

3. Build-Operate-Transfer (BOT)

- Partner builds & runs the GCC for 2–5 years → People, processes, and infra transferred to the company when mature.



BOT works when speed + capability are more important than ownership on Day 1.



BUILDING THE FINANCE CORE

Phase I The Foundation of Every GCC

Start with:

- Procure-to-Pay (P2P)
- Order-to-Cash (O2C)
- Record-to-Report (R2R)
- Month-close & reconciliations
- Vendor onboarding & KYC
- Tax filings support (GST, TDS, indirect tax)
- Financial reporting packs & dashboards

Two-Lens View:

CA Firms: This is your GCC offering.

Corporates: This becomes your central Finance COE.



SCALING INTO ADJACENCIES

Phase II Expand Beyond Finance



1. Finance Processes (Core)

2. Customer/Vendor Call Centres

3. IT Services & Support

4. Supply Chain & Operations Support

5. Product R&D & Knowledge Services (Mature stage)

"I worked across IT Services, R&D, and Supply Chain at ZEISS, but for CA-driven GCCs, the correct entry point is Finance first."



WHAT EVERY GCC MUST GET RIGHT FROM DAY 1

Infrastructure & Security

Premises:

- Professional space with controlled access
- Meeting rooms for international client calls

Security:

- Endpoint protection, access logs
- ISO 27001, SOC 2, GDPR readiness (as you scale)

IT Infrastructure:

- Business laptops, dual monitors
- Redundant internet & VPN
- Ticketing systems, collaboration tools

Shift Operations:

- Coverage for US/EU time zones
- Staggered shifts and safety processes



BUILDING THE TALENT ENGINE

People, Hiring & Training

Three Talent Layers:

1. Core Finance Talent: CAs, semi-CAs, commerce grads
2. Operations Talent: call-centre, P2P execs, ticketing staff
3. Specialist Talent: IT architects, automation developers, security experts

Critical Skills:

- Communication & clarity
- Documentation discipline
- Cultural sensitivity
- Ability to work with tools & SOPs

“A GCC is not built on processes alone, it is built on people who can communicate with confidence.”



AUTOMATION FROM DAY ZERO

Automation Enables Scale, Accuracy & Multi-Language Execution

Why Automate Early:

- Reduces manual headcount by 40–60%
- Improves compliance & reduces errors
- Bots work 24×7 across time zones
- Handles multiple languages & formats

Our Own Experience:

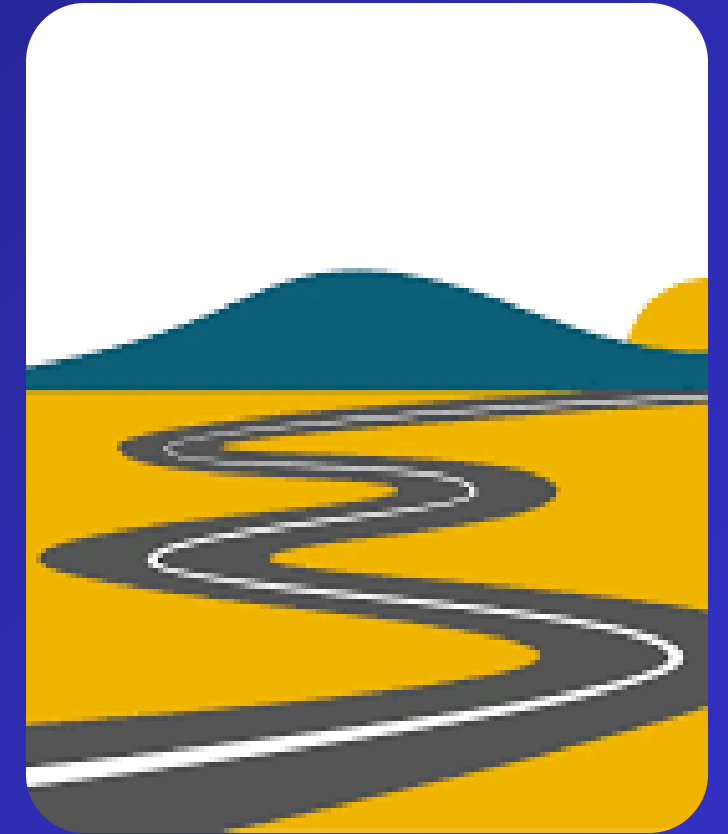
- **ArthaP2Pay**: cuts P2P headcount by 50%
- **Vendor Portal**: reduces vendor queries & mismatch
- **ArthaMatch**: multi-source reconciliation at scale



“Don’t build a GCC for the workforce you hire. Build it for the bots that will join next.”



The 5 Step GCC Roadmap



- 1 Choose the Operating Model — Captive, Managed, or BOT
- 2 Build Finance Core — controls, SOPs, month-end stability
- 3 Set Up Infra & Security — premises, IT, certifications
- 4 Build the Talent Base — finance + operations + specialists
- 5 Automate & Expand — scale into IT, call centres, SC, R&D



NEXT DECADE IN INDIA

GCCs Will Be Built by India's Capability Builders

- CAs can now move from auditors → operators → GCC architects
- Companies can scale faster with the right blueprint
- Automation amplifies capability, not replaces it



“Don't build a GCC for the workforce you hire. Build it for the bots that will join next.”



www.arthaveda.ai



contact@arthaveda.ai