

ACCELERATING VALUE
CREATION

**Realizing the Power of
Tech-Integrated
Enterprise Services**

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Executive Summary

Tech-integrated enterprise services, centralized support functions empowered by digital technologies (AI, automation, analytics, and cloud), are now strategic enablers of value in new age organizations. Global Capability Centres (GCCs) and Global Business Services (GBS) units are fast evolving beyond traditional cost centres into “innovation engines” and the “engine room” of digital strategy. This paper defines the concept of tech-integrated enterprise services and illustrates how they can **enhance operational efficiency, elevate customer experience, and drive innovation and agility**. We have closely examined real-world GCC / GBS success stories to highlight the achievable benefits of technologies like RPA or AI.

Key challenges – including legacy systems, cultural resistance, and security concerns – are addressed with emerging “next practices” (e.g. unified platforms and strong change management) supported by industry research. We emphasize the necessity to **build talent and leadership** in these hubs (through upskilling, innovative culture and global staffing strategies, and outline a strategic roadmap and framework for implementation (from vision-setting and executive sponsorship to scalable rollouts). **Collaborative ecosystems** – partnerships with academia, startups, subject matter experts, tech providers and multi-site networks – are identified as accelerators of collective value creation. Finally, we look ahead at **emerging trends**: enterprise-wide AI ecosystems, new value-driven metrics, rapid “GCC-as-a-service” models, and expanding roles for GCC & GBS in non-tech industries. For leaders of GCCs & GBS organizations, the message is clear: integrating advanced tech into enterprise services is the key to unlocking new growth, resilience, and competitive advantage.

Tech-Integrated Enterprise Services

Tech-integrated enterprise services are modern shared-service functions that leverage digital tools (such as AI, machine learning, robotic process automation, advanced analytics, and cloud platforms) to transform core business processes. Traditionally, GBS or GCC organizations concentrated on transactional tasks (finance, HR, procurement, IT, etc.) for cost efficiency. Today, leading firms are redefining these centres as strategic hubs that co-create value and drive innovation. For example, GBS or GCCs established in India, home to ~17% of the world's capability centres with 1.9 million employees, have shifted from low-cost back-offices into R&D and digital innovation centres. Industry analysts note that GCCs are “no longer merely executing global roadmaps, they are co-authoring them”. This evolution means enterprise services are being integrated end-to-end with technology: processes are redesigned around intelligent systems, data flows seamlessly across functions, and insights from analytics inform decision-making. In effect, the new tech-integrated service model treats GBS/GCC units as extensions of the core business strategy, where **people, processes and new tech combine to deliver both efficiency and new revenue-generating capabilities**.

The Art of the Possible: Realistic Growth through Tech Integration

Integrating technology into enterprise services enables tangible growth by delivering efficiency, improving customer experience, and enabling agility and innovation. These gains are increasingly **realized in practice** by forward-looking GCC/GBS organizations.

1. Enhancing Operational Efficiency

Automation and analytics radically streamline core processes. For instance, McKinsey research estimates that by 2030 “around 60%” of all jobs could see components automated by today’s technologies, and many of those automatable tasks (e.g. accounting, invoice processing) already lie within the GBS scope. Early adopters are using RPA and AI to eliminate manual work and errors.

Case in point: A GBS had automated the complete accounts-payable process – instead of thousands of paper invoices routed by hand, intelligent algorithms now validate and process invoices, freeing employees for exception handling. Such use of “humanized” algorithms and machine learning boosts throughput and accuracy.

Similarly, organizations have automated customer-onboarding, Invoicing and Procure-to-Pay, Finance close, and procurement, reducing cycle times by 30–50%. In short, operations become fast, efficient and lean. Industry surveys confirm that efficiency is still a priority – e.g., 82% of executives say margin improvement is a major focus – but ‘best-in-class’ GBS units are now funding these initiatives through reinvested gains. This efficiency base enables **cost savings and scalability**, laying the foundation for higher-value work.

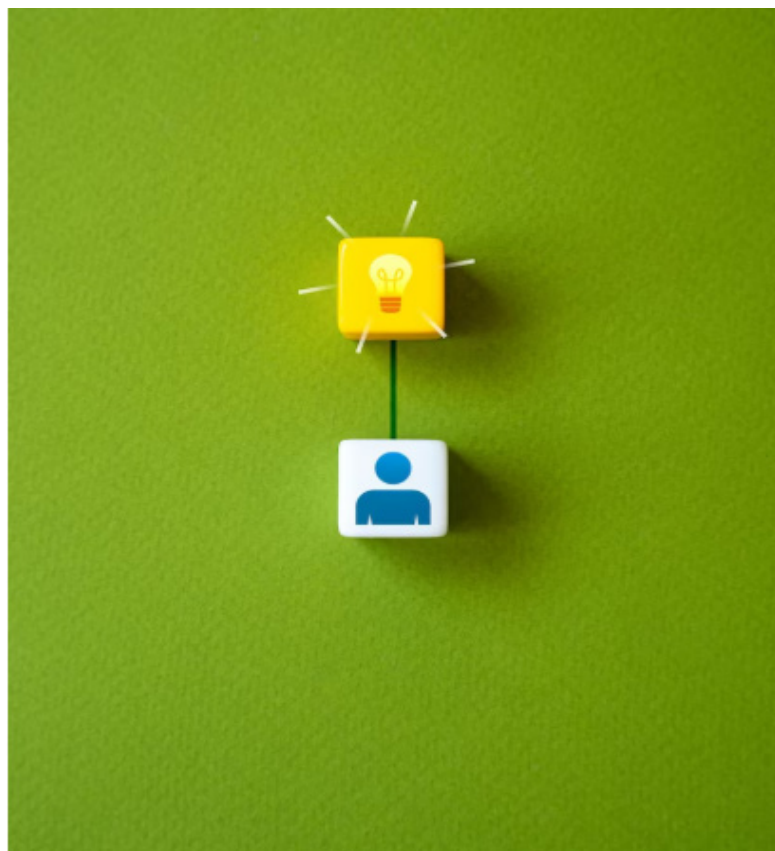
2. Elevating Customer Experience

Tech-enabled enterprise services can transform stakeholder satisfaction (both – internal customers, like business units and employees, and external customers, like end consumer or vendors/ partners).

Case in point: A GCC analytics teams using advanced data platforms, provides smart dashboards to the leaders that give sales and product teams real-time customer insights, enabling proactive service and personalization.

Chatbots and self-service portals, powered by AI, provide 24x7 support for routine queries like HR policies, order status, etc., dramatically cutting response times and reducing workload. Industry leaders point out that a GCC/GBS must prioritize customer needs: “GCC/GBS is increasingly refocusing on the customer else it won’t be given the opportunity to expand its scope beyond efficiency”. In practice, tech integration in enterprise services can track customer satisfaction and case resolution KPIs that were previously unattainable.

Case in point: Gartner and others report that customer-centric metrics (retention, service-level KPIs) are being woven into GBS scorecards – reinforcing that **service quality is now an explicit value driver, not just a byproduct of efficiency.**



3. Driving Agility and Innovation

Beyond day-to-day service, tech integration empowers GCC/GBS units to innovate productively and adapt rapidly. These centres can act as digital **skunkworks**¹ for the enterprise.

Case in point: An India-based AI startup co-developed a critical-care stroke platform through its R&D GCC, directly impacting patient outcomes.

Case in point: Mercari's GCoE (Global Center of Excellence) in Bengaluru has architected new mobile payment and crypto products. Such cases show that technology-empowered GCCs can co-create intellectual property and new services (not just process improvements).

On the agility front, tech-integrated enterprise services accelerate change management: processes can be reconfigured, and real-time analytics give leadership smarter and faster “dashboards” for decisions. McKinsey notes that enterprises expect GBS units to deliver automation at scale and adopt end-to-end process optimization to support a “digital-first” business model. In practice, this means experimenting rapidly (like for instance, agile pilots of new tools), then scaling what works.

Case in point: A global retailer's GBS center created a data platform that unifies inventory and customer data, enabling the marketing arm to launch personalized promotions in weeks instead of months.

These examples show that, through technology, GCC/GBS can break out of silos and become key innovation partners to their businesses.



Addressing Common Challenges and Emerging Practices

Despite the promise, integrating technology into enterprise services presents hurdles. Key challenges include **fragmented legacy systems, cultural resistance, and heightened security concerns**. A Survey & Research with enterprise CIOs by SSF Global, highlights that barriers like workforce skills gaps (38%) and organizational culture issues (35%) are top obstacles to digital transformation, alongside cybersecurity and data-access problems. In the GCC or GBS context, these findings play out as follows:

Legacy and Non-Unified Systems

Business shared services environments have grown over time with disparate ERP and workflow tools across functions and geographies. As a result, data often resides in silos, making analytics and automation difficult. Without integration, efforts can be limited to “islands” of automation, which yields only incremental gains. Ad-hoc point solutions like custom billing tools, often create future headaches and impede scalability. The emerging practice is to adopt unified, cloud-based platforms (ERP, HCM, CRM) that support cross-functional processes. A strategic roadmap often begins with architecting foundational goals and technologies. For instance, one can create an executive “sponsorship committee” (IT, finance, operations) to align on common standards and a global delivery blueprint. This ensures that when RPA or AI is applied, it plugs into a consistent data architecture. Today’s best practices also emphasize low-code² integration layers (like APIs) to stitch together heterogeneous systems in multi-vendor landscapes, enabling data flow without rebuilding everything at once.

Cultural Resistance and Change Management

Any major tech infusion can be met with scepticism. Employees may fear automation will displace jobs or simply resist new processes. Organizationally, GCC/ GBS leaders often struggle to shift mindsets from “we are just a cost centre or even a service centre” to “we are innovators”. Overcoming this requires a proactive change strategy. Emerging practices include showing quick wins through pilot projects (to build confidence) and involving employees in the design of new workflows.

Case in point: During deployment of AI tools in HR, a GCC launched internal champions and hackathons to engage staff in developing AI use cases (turning resistance into enthusiasm).

Leadership communication has a crucial role to play in this mindset shift, as it goes on to “prove its own value, and market it,” by demonstrating how tech-enabled projects fix real pain points. Incentives like recognition programs for innovative ideas and clear career roadmaps also help shift culture toward continuous improvement

Security, Compliance and Risk

Tech integration amplifies data exposure and attack surfaces, making security a central concern. A large uptick in sensitive data usage (for analytics or AI) requires robust governance. As industry research shows, **cybersecurity, compliance and privacy are cited by over 30% of leaders as top barriers**. Best practices for GCC/ GBS security include adopting “security-by-design” in all projects.

Case in point: A banking GBS set up an automated control tower during remote-work scaling—this not only balanced workload across six global sites but also embedded enhanced risk management and data-security protocols across its new workflows. This involved AI-driven security monitoring, strict access controls on datasets, and compliance checklists built into digital pipelines. Regulatory planning (GDPR for data handling) was also done upfront.

The idea is that a tech-integrated enterprise service must treat data trust and resilience as core outcomes, alongside efficiency.

In summary, addressing these challenges requires both **technology solutions** (applications, automated governance tools) and **organizational strategies** (change leadership, cross-functional governance). GCC/ GBS units that master these “next practices” are better positioned to realize the value of their digital investments

Developing and Managing Global Talent in GCC/GBS Setups

Talent is the linchpin of tech-integrated services. GCCs and GBS hubs must build and manage a workforce with the right mix of digital skills, business domain knowledge, and leadership capabilities. The talent ecosystem in GCCs (especially in India) is deep, but skill gaps remain in emerging areas. Industry surveys and experts highlight key GCC talent trends:

1. Bridging the Skills Gap

Leaders report significant shortages in areas like AI, data analytics, and cybersecurity. At the same time, strategic roles such as product leadership, design thinking and strategic planning are in demand. An HR head commented that “the challenge includes both technical expertise and soft skills like adaptability and communication.” Forward-thinking organizations address this by **mandatory continuous learning**.

Case in point: Broadridge India mandates 80 hours of value-added training per associate each year, focusing on certifications in data science and other new age technologies

Others partner with universities or use AI-driven learning platforms to personalize skill development. Companies like Applied Materials and ZF are emphasizing structured L&D programs and university tie-ups to create AI-driven learning pathways. Such approaches ensure that current staff can be reskilled into new roles, aligning with predictions that *upskilling will become a competitive differentiator*. Recruitment strategies are also now adjusting so GCCs now recruit not just for specific tasks but for learning potential, domain curiosity, and adaptability to new tech.



Strategic Roadmap and Frameworks for Implementation

Tech-integration in enterprise services requires a structured strategy and disciplined execution. Successful GBS/ GCC transformations typically follow a multi-step roadmap, guided by clear frameworks and governance:

1. Set Vision and Governance

The process begins with defining *why and where* the organization is headed. Executive buy-in is crucial. Companies often create a **steering committee** or sponsor group (including heads of IT, finance, HR, and the business) to set priorities and sponsor initiatives.

Case in point: A medical-distribution company formed a cross-functional sponsorship committee before launching its global-delivery transformation. This upfront alignment ensured that digital initiatives were tied to organizational goals (like new market entry, cost objectives, customer experience) and gained complete support. It also helped articulate how the GBS/GCC mandate will expand (like adding analytics and innovation tasks) and sets performance metrics beyond the traditional KPIs.

still manual? Where are biggest inefficiencies or customer pain points? What data is missing? Based on the assessment, leaders should define a target operating model: for instance, which functions should be fully automated, which will be serviced by AI self-service, and which will remain human-centric. A common framework is to prioritize “high-value, high-feasibility” use cases first. Short-term wins might include automating repetitive tasks (like invoice matching or employee onboarding), while longer-term projects could be predictive analytics or cognitive assistants.

3. Build a Digital and Data Backbone

Moving beyond service delivery requires building a robust digital/ data foundation. This involves modernizing core systems (like cloud ERP, integrated HCM platforms, unified CRM) and establishing data governance. Data quality and access should be addressed so that analytics and AI models have reliable inputs. Organizations often stand up a Centre of Excellence (CoE) for automation/ AI that sets standards and reuses components.

Case in point: ABFSI GBS created an enterprise-wide RPA platform with reusable bots and monitoring dashboards; this ensured new automations adhered to a standard architecture. Investing in data lakes, standardized APIs, and analytics tools at this stage pays off by enabling scalability.

2. Assess and Prioritize

Conduct a **current-state assessment** of processes, technology stack, and capabilities. Many organizations use digital maturity assessment tools like [TIES](#), process maturity assessment tools like [PMA](#) or benchmarking tools to identify gaps. Key questions include: Which processes are

4. Iterate with Agile Pilots

Adopting an agile mindset accelerates benefits. Rather than one big overhaul, many GBS/GCC hubs pilot new tech in a controlled scope, measure impact, and refine. Unfortunately, many organizations have ambitious priorities but lack planned initiatives to achieve them, so documenting project charters with clear ROI targets is essential.

Case in point: An FSSC piloted an AI-driven vendor-matching tool in a single country, using sprints to improve accuracy, before rolling it out globally. Key success factors included involving end-users (process experts, analysts) during the design phase and with tight feedback loops. This also helped change adoption, as employees were themselves shaping the tool and were ready to embrace what they themselves developed. The leadership focus continued to be on business outcomes (cost per transaction, processing time, error rates, customer satisfaction) throughout, ensuring a win-win.

5. Scale and Continuously Improve

Once proofs-of-concept succeed, scaling up should be thought through and with a phased approach. This may involve reorganizing the GBS/ GCC footprint, so that centres specialize by complexity or function while sharing best practices.

Case in point: A European bank moved routine accounting to large offshore centres, while keeping analytics and innovation teams in Europe for domain expertise. Scaling often requires standardizing processes globally so automations can be reused across units.

Organizations should establish ongoing governance (steering committees, KPI reviews, change boards) to sustain momentum. It is important to measure success not only by cost reduction but by the new value generated, for instance, its impact on decision transformation – number, speed and correctness of decisions improved by analytics; any additional revenue from these initiatives; and employee satisfaction with technology.

Frameworks and best-practice models can guide this journey. For example, SSF Global's **RISE Model** for Business Services maturity. The model measures GBS/ GCC maturity – to move from a process centre to an enterprise centre by – reimagining value potential, institutionalizing commitments & capabilities, synthesizing strategic deployment, and extending to enterprise & achieve competitive advantage, thereby helping them to run the centre like a business with end-to-end accountability. SSF Global's **ACT Framework** defines the 7 tracks for future readiness for a highly effective GBS/GCC. Each of these 7 tracks of ACT has 'Assess', 'Connect' and 'Target' parameters to follow for enabling future readiness, thereby helping to identify their top digital capabilities (advanced AI use, enterprise performance management, etc.).

The key here is that every roadmap must be tailored, smaller organizations may adopt "GCC-as-a-service" accelerators to stand up capabilities quickly, whereas large global enterprises can build internal CoEs. The keys are clear strategy, executive support, prioritized use cases, and a culture of experimentation.

Creating Collaborative Ecosystems for Collective Value

Value creation multiplies when GCC/GBS organizations extend beyond their walls and function as **collaborative hubs** in broader ecosystems. This means forging partnerships – both internal and external – that accelerate innovation and share risk:

1. Internal Ecosystems

Within the enterprise, GBS can integrate more closely with business units and IT by acting as an orchestrator of services. Leading GBS units often form cross-functional teams or “pods” that include members from finance, HR, IT and product groups to co-innovate. By involving onshore business stakeholders directly in GCC projects, business services break down the traditional “arms-length” model and ensure solutions address end-to-end need.

Case in point: A healthcare firm’s GBS set up a joint analytics lab with marketing and R&D teams. This lab identifies new product opportunities by correlating patient care data with market trends, something neither function could do alone. Such internal ecosystems also extend to multi-shore networks.

Global firms often establish shared CoEs spanning multiple GCC locations (e.g. one center for European markets, another for APAC) and coordinate them via a control tower. For instance, a McKinsey “control tower” at a global financial GBS coordinated workflows across six sites and balanced demand-supply during a pandemic-induced shift, yielding both agility and stronger governance. The principle is to treat geographically dispersed centres not as isolated silos, but as a single virtual network aligned on a common platform and roadmap.



2. External Ecosystems (Partners, Vendors, Startups, Academia)

GCCs increasingly tap external networks to co-develop solutions. As SSF Global observes, top GCCs are embracing collaboration with academia and start-ups through tailored models to deliver cost-effective solutions with high speed. In practice, these look like joint innovation programs. For example, several GCCs run corporate-academia projects where universities and their incubators partner on AI or IoT pilots. Local startup accelerators are also leveraged.

Case in point: [Quintes Global](#), an enterprise & business process excellence firm that builds solutions and models for GCC/ GBS units to contribute to business revenue, market growth, product differentiation, and customer retention, has embedded an initiative to continuously scout advanced tech and AI startups, enabling paid pilots of new tech in core processes. These partnerships have provided early access to cutting-edge capabilities and relieved the financial burden of R&D.

Such partner ecosystems allow organizations to access next-generation technologies with minimal investment, speeding time-to-market for prototypes. Likewise, tech vendors are engaged as co-innovators, not just suppliers; leading organizations involve them in joint hackathons, innovation councils or even revenue-sharing models. As the current market trend highlights that the most innovative firms lean heavily on their own partner ecosystem of established vendors and start-ups.

3. Industry and Consortium Collaborations

Some advancements come from participating in industry-wide initiatives. For instance, GCCs in pharmaceuticals might join blockchain consortia for secure supply-chain data, or those in finance collaborate on common data standards for reporting. By aligning with industry consortia, GBS units can reduce duplication of effort and adopt shared frameworks. In certain sectors (e.g. automotive, telecom), multi-company innovation labs have emerged where GCCs and global partners solve common problems (like predictive maintenance or 5G rollouts). Firms like SSF Global for instance, accelerate learning and produce industry-specific accelerators that benefit all members.

In all these cases, the ecosystem approach drives collective value creation. Partners share costs and expertise, while the GCC/GBS gains capabilities beyond its own R&D budget. Empirical evidence suggests that cross-pollinating ideas in this way is a hallmark of top-performing centres.

Case in point: A healthcare GBS unit created an innovation council to evaluate AI ideas via a 'Shark Tank' model, ensuring the most promising projects receive funding.

The emerging norm is clear – GCCs must not do it alone. By embedding themselves in collaborative networks, they scale their learning curves and amplify their impact on the enterprise.

Future Trends and Opportunities for GCC/ GBS Leaders

Looking ahead, several technology and industry trends will further reshape how GCCs and GBS units operate. Leaders should proactively anticipate and prepare for these developments:

1. Enterprise AI and Automation Ecosystems

Building on pilot projects, AI is expected to become integral to enterprise DNA. The “AI islands” are fast disappearing and forward-thinking leaders must invest in **end-to-end AI ecosystems** where multiple AI-driven functions interoperate. For example, demand forecasting AI models will feed automatically into automated production planning and customer service chatbots. Speed of deployment will be a key differentiator. In practice, this means pushing more projects into ‘LIVE’ use quickly and using AI/ML pipelines that integrate with existing data platforms. It also implies investment in next-gen AI/ GenAI (chatbots, content gen) that will augment tasks like report writing or code generation in enterprise services, while advanced analytics (predictive/ prescriptive, reinforcement learning) will optimize processes such as dynamic pricing or preventive maintenance across the enterprise.

2. New Performance Metrics

Traditional metrics (cost per transaction, headcount, SLA compliance) will give way to **value-driven impact measures**. GCCs will need to show how they contribute to **business revenue, market growth, product differentiation, and customer retention**. This shift is already in motion: more GBS scorecards now include measures like *customer satisfaction gains attributable to enterprise services, new products supported, or AI-driven efficiency*. Executives expect GBS units “to demonstrate direct revenue impact,” not just operational savings.

Case in point: A technology firm’s GCC tracks how its analytics work has led to the launch of two new product lines and reduced customer churn – indicators that speak to strategic outcomes. Embedding these metrics encouraged GBS to focus on innovation and strategic support, aligning them closely with corporate growth goals

3. Changing GCC Models

The GCC/GBS operating model itself is constantly evolving. A trend toward **faster, more flexible setups** is emerging. 'Contract-based exclusive captive units', 'Dedicated GCC' models, 'GCC-as-a-Service' model, pre-built digital infrastructure and AI-driven workforce planning are cutting setup times dramatically. We foresee GCC incubation and launch cycles shrinking from years to months. Additionally, **industry diversification** is underway – non-tech sectors (manufacturing, pharma, energy) are adopting GCC/GBS models in large numbers, using them to drive digital transformation across operations. Similarly, **mid-market expansion** means more mid-sized companies (USD 400M–1B revenue) are establishing global service hubs to access talent and innovation. These trends mean that GCC leaders will interact more with corporate development and strategy teams, as new centres are created and integrated with existing ones.

4. Distributed Work and Talent Leverage

Hybrid and remote work arrangements will remain a design factor. Organizations will increasingly draw on **global talent pools** in tier-2/3 cities and even smaller countries, driven by new state incentives and the search for untapped skills. Machine learning-based tools will assist in remote collaboration (like AR-guided training, virtual co-working platforms). Leaders will need to manage a more distributed workforce while maintaining culture – a challenge and opportunity to leverage diverse perspectives.

5. Emerging Technologies

Beyond AI, nascent tech will open new doors. Quantum computing, for example, promises to accelerate data processing in optimization and simulation tasks. Blockchain may be adopted in GCC processes for secure, transparent transaction logging (especially in finance and supply chain). IoT and edge analytics could feed real-time data into global processes (a GCC logistics hub optimizing routing from IoT sensors). Preparing for these bleeding-edge³ techs (through skunkworks or partnerships) will give GCCs a strategic advantage.



Call to Action – Key Takeaways for Tech-Integrated Enterprise Service Models

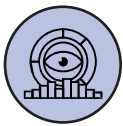
The future opportunities for tech-integrated enterprise services are vast. The most successful centres will be deeply embedded in enterprise-wide AI strategy, leveraging real-time data, automation, and AI-driven decision-making. GCC/GBS leaders who embrace these trends – and align with high-level strategy – are expected elevate their function to the capability centre for global business transformation.



1. Strategic Alignment: Define clear enterprise goals for tech integration and tie every initiative to business value. Align tech integrated services (AI, RPA, analytics) with strategic objectives (e.g., revenue growth, customer satisfaction, agility) so that GCC/GBS centres act as strategic partners, not just cost centres. In practice, this means transforming service centres into innovation & advisory hubs and tracking outcomes like profitability, time to market or innovation impact.



2. Process Optimization: Map and streamline end to end processes before layering on automation. Eliminate redundant steps and ‘hand off’ points so that technology fills real gaps. Aim to ‘eliminate work rather than automate work’ – for example, reduce exception handling and manual reconciliations first. Build interoperable workflows and capture tribal knowledge (playbooks) to ensure AI/RPA and analytics can be applied to optimized processes.



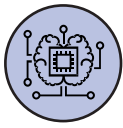
3. Measure Outcomes Rigorously: Establish KPIs upfront to measure impact. Use real time dashboards and analytics to track performance continuously. Regular reviews of these metrics keep leaders focused on actual value delivery, enable course corrections, and prevent digital initiatives from drifting off track.



4. People-Centric Culture: Invest in talent and change management as top priorities. Cultivate an inclusive, psychologically safe culture and treat employee experience (EX) with the same rigor as customer experience. Provide continuous upskilling and growth opportunities (e.g., certifications in AI/RPA) so people stay relevant. Recognize contributions and foster purpose driven work to retain high performers.



5. Foster Innovation & Agility: Encourage experimentation and agile thinking across the service organization. Leaders should model adaptability and open communication, while change champions work proactively to overcome resistance and silos. Embed a test and learn mindset: for example, use hackathons or innovation days to pilot new tools. Remember that “efficiency without innovation leads to stagnation” – continually seek new business models or value streams through tech.



6. Leverage Advanced Technologies: Apply AI, ML, RPA and analytics in an integrated fashion. Use RPA to automate high-volume routine tasks and AI/analytics to surface insights and drive predictive actions. For instance, deploy ML models to predict resource needs or customer behaviour while using RPA to free staff from low value work. Ensure technology is applied on the optimized processes identified above – this process/tech synergy maximizes benefit.



7. Elevate Customer/Stakeholder Experience Design tech enabled processes around end users (employees, customers, partners). Prioritize faster response times, personalized service, and proactive support across functions, to achieve faster time to market and a marked jump in data driven decisions. Such outcomes demonstrate how tech integrated services can shift perceptions from “order takers” to value creators.



8. Build Robust Data & Analytics Foundations: Invest in data governance and real time analytics as the backbone of tech-integrated enterprise services. Implement strong data quality and security frameworks so that insights are reliable. Centralize data and deploy advanced analytics (dashboards, predictive models) to inform decision making at the speed of business. Well governed data lets leaders monitor progress and uncover new opportunities for value creation.



9. Collaborate with Ecosystem Partners: Go beyond internal capabilities by co-creating with external partners. Leverage technology vendors, startups, universities and consulting allies to supplement skills and accelerate innovation. Use a design thinking approach to blend service offerings and solve enterprise challenges. For example, one company treated its GCC partner as an “extended arm” of the business, which sped up tech implementations and greatly improved service levels. Strategic partnerships can inject fresh ideas and scale expertise without losing business control.



10. Adopt Agile Governance: Roll out tech solutions iteratively rather than in a big bang. Start with well defined pilot projects or “sprints” to demonstrate quick wins, then scale proven solutions. Employ agile processes, continuous monitoring and stakeholder feedback at each stage. Key success factors include clear objectives, leadership support and regular data reviews – together these practices accelerate value capture from technology initiatives.



11. Embed Security & Compliance: Treat data privacy, security and compliance as integral to every tech initiative. Build robust controls around AI, RPA and data access from day one. Balance innovation with risk management – for example, incorporate privacy by design and automated compliance checks. This dual focus on security and agility ensures that scaling new technologies does not undermine trust or regulatory standing.



11. Continuously Improve and Scale: Institutionalize a cycle of feedback and learning. Mature centres should rapidly scale successful pilots across global processes (standardizing and automating company wide), while emerging centres should adapt proven playbooks to build their maturity. In both cases, apply the “People–Process–Tech” troika: align technology with business goals, keep refining processes, and empower people. This holistic, continuous improvement approach will future proof the service organization and maximize enterprise value.

Conclusion

Tech-integrated enterprise services represent a new frontier of value creation for multinationals. By fusing advanced technologies into GCC/GBS operations, companies can achieve significant gains in efficiency, customer satisfaction, agility and innovation. Research and real-world cases show that this is not a pie-in-the-sky – many leading India-based GCCs are already co-developing products and using AI to overhaul critical processes. To capitalize on this potential, leaders must address legacy barriers, cultivate a highly agile and skilled digital workforce, and follow a disciplined roadmap for transformation. Equally important is the mindset shift – today's GBS/GCC units must see themselves as strategic value centres, at the core of digital strategy. Finally, by building collaborative ecosystems, internal and external, they unlock collective insights and share risks of innovation. As the landscape evolves (with AI, new metrics, and global talent shifts), GCC/GBS executives have a historic opportunity to spearhead enterprise change. By accelerating their value-creation agenda now, they ensure their centres not only survive but thrive as engines of growth in the next generation of global business services

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Sources: Authoritative industry and research publications on GCC/GBS transformations were used throughout, including consulting firm insights, sector surveys, and case studies from beyonderpdrivingthedigitalbusiness.cio.com, peoplesmatters.in, ssfglobal.in, mckinsey.com, zinno.com, ey.com, quintessglobal.com

Glossary of Terms:

1. **Skunk Works** refers to a small, loosely structured, and often secretive group within a company that is tasked with developing new technologies and products, frequently outside the normal R&D channels. This term originates from Lockheed's Advanced Development Projects Division, where the P-80 Shooting Star was designed during World War II.

2. **Low-code** is a software development approach that uses visual tools and minimal coding to create applications. It allows users to build applications faster and with less coding expertise compared to traditional full-code development. Low-code platforms provide a visual environment where users can drag and drop components, link them, and configure functionality through visual interfaces.

3. **Bleeding-edge technology** refers to technology that is exceptionally new, innovative, and often still under development, potentially carrying a degree of risk and uncertainty for the end-user. It's the forefront of technological advancements, where things are still being explored and refined, making it less mature and reliable than established "cutting-edge" technologies.



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