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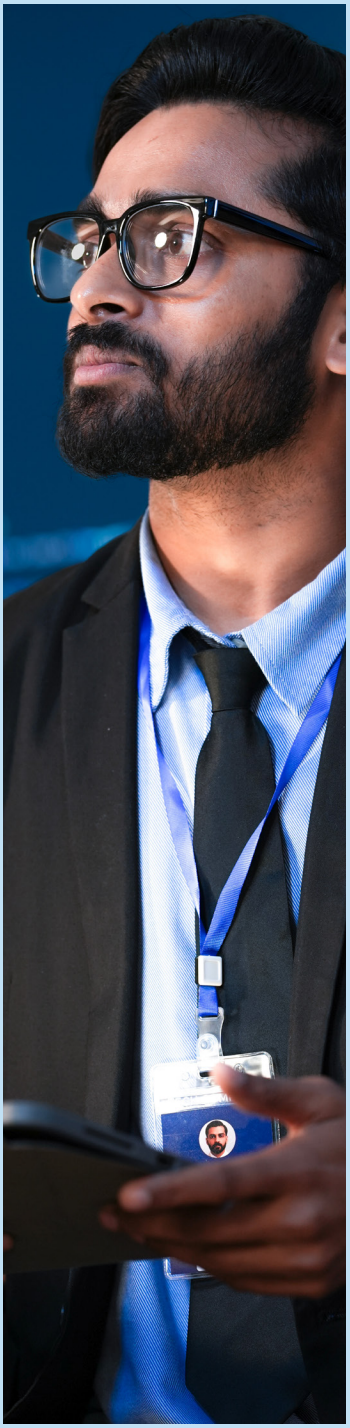

THE FUTURE OF GLOBAL CAPABILITY CENTRES: HOW CLOUD AND AI ARE TRANSFORMING ENTERPRISE OPERATIONS

Abstract

The rapid adoption of cloud technologies and artificial intelligence is reshaping the future of Global Capability Centres (GCCs). GCCs are evolving from process-driven delivery hubs into intelligent, predictive, and innovation-led engines that directly influence enterprise growth. Cloud platforms give GCCs the scale and flexibility to build advanced digital capabilities, while AI enables smarter operations, faster decision-making, and continuous optimisation across business functions. As organisations adopt cloud-native architectures, ethical AI, and skills-based workforce models, GCCs gain the ability to support high-value work such as product innovation, predictive analytics, and automated decision support.

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What would your global capability centre (GCC) look like if it didn't just execute processes but predicted, optimised, and continuously reinvented them? Forward-looking enterprises are already building this reality today. Cloud and AI are no longer emerging trends; they now power GCCs to become engines of growth, enterprise intelligence, and competitive advantage. With AI democratisation, cloud-native ecosystems, and multi-disciplinary talent networks, the next step is an AI-driven GCC that handles high-value functions.

This article provides a consultative perspective, showing how cloud, AI, workforce architecture, culture, governance, innovation ecosystems, and risk management converge to deliver measurable GCC impact. To understand the future of global capability centres, it is essential first to examine the forces driving their evolution and the scale at which they operate today.

Why GCCs are at an inflexion point

India hosts nearly 2,000 GCCs employing 1.9 million professionals and contributing $24.6 billion in revenue, marking a 40% year-over-year growth. More than growth, these figures reveal a cloud-driven shift: GCCs now play a central role in delivering end-to-end digital enablement.

Global GCC expansion is not limited to India. Other high-growth hubs include the Philippines, Eastern Europe, and Latin America, reflecting the intent of enterprises to leverage regional specialisations while maintaining operational continuity. This growth is driven by several converging forces:

Talent scarcity

Skilled professionals in AI, analytics, cloud engineering, and cybersecurity are critical. GCCs act as centralised talent hubs to bridge skill gaps efficiently.

Regulatory complexity

Multi-country operations must comply with GDPR, local privacy laws, sector-specific standards, and ESG commitments.

Technological acceleration

Cloud-native platforms, AI, and automation are redefining service orchestration and innovation at scale.

Business pressures

Rising competition, faster time-to-market expectations, and increasing customer expectations demands require agile, intelligent, and scalable operating models.

Enterprises investing in cloud engineering, FinOps, platform architecture, and data engineering are positioning GCCs to operate with speed, autonomy, and measurable business impact. Projections indicate the Indian GCC sector could exceed $100 billion by 2030, demonstrating its growing strategic importance in delivering cloud-powered services at scale.

From execution engines to enterprise growth drivers

GCCs are moving past routine tasks and taking on more complex, business-critical work. Cloud and AI are enabling this shift, improving speed, consistency, and strategic impact. Four core capabilities underpin this evolution:

Standardised platforms

Unified data, processes, and tools across regions create consistency, reduce duplication, and make collaboration seamless.

Reusable digital assets

Modular frameworks, accelerators, and APIs allow GCCs to scale solutions quickly and safely across the enterprise.

Enterprise-wide scalability

Cloud-native systems support AI, automation, and analytics at a global scale, increasing agility and reducing operational effort.

Proactive decision-making

Predictive analytics and intelligent workflows help GCCs anticipate issues, optimise processes, and accelerate decision-making.

These capabilities reposition GCCs from execution-focused units to high-value hubs driving enterprise growth. Achieving this shift depends on deeply embedding cloud and AI into GCC operations.

Cloud transformation of GCCs: what it takes

To realise the full potential of cloud and AI, GCCs need strong cloud foundations, modern data platforms, and integrated AI across operations. This requires scalable infrastructure, automation-ready systems, and talent capable of building and managing cloud-native solutions.

The global cloud services market crossed $107 billion in Q3 2025, reflecting rapid investment in flexible, scalable platforms. GCCs are using this shift to integrate AI, RPA, predictive analytics, and AI-driven customer experience tools. By achieving 30 to 40% efficiency gains, GCCs can reduce operational costs while freeing talent to focus on innovation, directly contributing to higher enterprise profitability.

Key requirements for cloud transformation for GCCs include:

Rapid innovation and deployment

Elastic compute and managed AI services allow prototype-to-scale delivery without lengthy infrastructure provisioning.

Dynamic scalability with cost efficiency

Cloud infrastructure scales on-demand capacity, reducing over-provisioning and capital expenditure.

Integrated intelligence

Data fabrics unify information across functions, enabling cross-functional analytics and faster decision-making.

Reusability and low-risk experimentation

Cloud platforms support modular, reusable digital assets deployable globally.

A cloud-native GCC provides a stable foundation while enabling rapid adoption of new capabilities. Most top GCCs use AI in core operations to respond quickly to market changes and gain a calculated advantage.

Cloud and AI set the foundation, but their true value is realised only when aligned with enterprise strategy, turning innovation into measurable business impact.

Realising the business value of next-gen GCCs

Cloud- and AI-driven GCCs transform operational data into enterprise foresight. They evolve from reactive support units into strategy-shaping hubs. Key levers for maximising impact include:

Predictive operations

It allows enterprises to detect anomalies, forecast demand, and automate first-level support to reduce downtime. Predictive analytics minimises disruptions and enhances customer satisfaction and retention by ensuring uninterrupted service delivery.

Automation at scale

It combines RPA with AI to automate finance, HR, payroll, and operational workflows, freeing talent for strategic work. This accelerates time-to-market, boosts efficiency, and allows focus on revenue-generating initiatives.

Data-driven insights

Centralised enterprise data and AI models pave the way for proactive decision-making, risk management, and capacity optimisation, directly supporting cost reduction, compliance, and strategic business outcomes.

Innovation and reuse of digital assets

Modular frameworks, accelerators, and APIs allow solutions to scale safely across the enterprise, reduce duplication, speed deployment, and contribute to revenue growth and competitiveness.

Talent utilisation

Shifting teams from transactional tasks to analytical, engineering, and innovation roles strengthens decision-making, risk mitigation, and enterprise-wide innovation capability.

AI-enabled global operating models

Enterprises are adopting multi-region shared-services and global delivery models based on cloud, automation, and strong governance. The next generation of operating models includes:

- Intelligent work orchestration: AI assigns tasks based on skills, SLAs, cost, and risk to improve speed and quality.
- Federated data fabrics: Secure, unified data layers that support consistent AI use, cross-region analytics, and scalable insights.
- Global intelligence networks: GCCs connect talent and technology across geographies to share expertise and continuously create enterprise value.

This model makes GCCs adaptive and strategic, but technology alone is not enough. The workforce must also evolve.

Future skills and workforce architecture for AI-driven gccs

As GCCs adopt AI-powered operating models, workforce architecture must shift from traditional roles to skills-based models blending domain expertise with AI, analytics, and cloud engineering. An estimated 44% of core skills will change within five years due to AI, automation, and analytics. Workforce design principles include:

Fusion teams

Multi-disciplinary units integrating data engineers, AI product managers, cloud architects, compliance specialists, and business SMEs.

Skill-clouds

Centralised talent marketplaces matching work to specialists in real time, optimising utilisation and global scalability.

Continuous learning ecosystems

AI academies, sandbox environments, certification pathways, and role-specific learning journeys promote lifelong learning.

Strong learning cultures correlate with enterprise innovation. Organisations with robust frameworks are 92% more likely to innovate at scale. When talent becomes a fluid, strategically aligned asset, leadership and culture play a critical role in sustaining GCC success and enabling change. Enterprises must empower leaders to act as catalysts. Adaptive cultures promoting experimentation, cross-functional collaboration, and rapid iteration are essential. Reskilling, role redesign, and incentives for innovation ensure that talent and technology advance together. Along with strong leadership and an adaptive culture, future-ready GCCs must ensure robust governance and ethical AI frameworks.

Governance, ethical AI, and sustainability

These frameworks are non-negotiable. Enterprises must ensure insights are reliable, auditable, and ethically sound. Key focus areas include:

Multi-jurisdictional compliance

Adhering to GDPR, sector-specific US regulations and local privacy laws.

Auditable operations

Maintaining versioned datasets, model registries and process documentation for traceability.

Ethical AI practices

Implementing bias testing, explainability assessments and transparency mechanisms.

Sustainability is increasingly central to the future of global capability centres, covering environmental, social, and governance (ESG) dimensions to create long-term value. GCCs are implementing green initiatives, such as energy-efficient technologies, renewable energy, and waste reduction, while promoting inclusive workplaces and fair labour practices. Integrating sustainability helps GCCs cut costs, comply with global standards, enhance brand reputation, and build stakeholder trust, with many embedding ESG goals into leadership priorities and operational roadmaps for measurable impact.

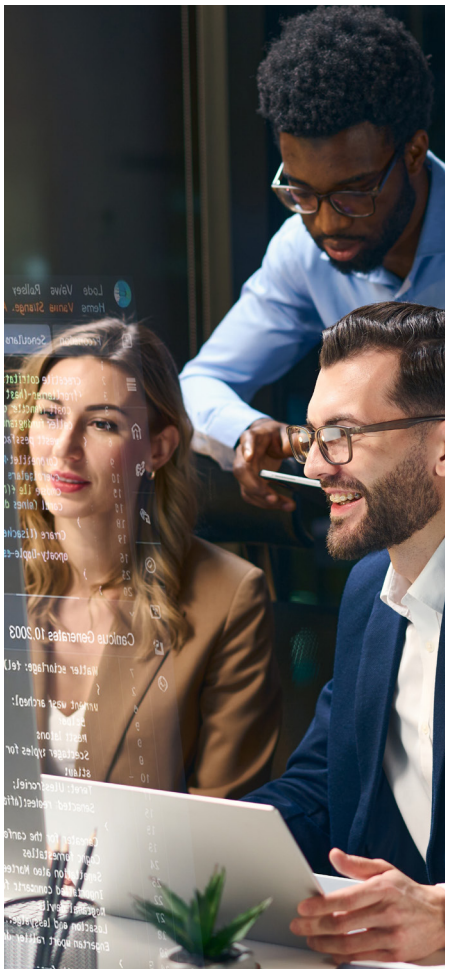
Innovation ecosystems and partner collaboration

Future-ready GCCs extend beyond internal capability. They form connected innovation networks. Collaboration with start-ups, technology vendors, academic institutions, and research labs accelerates solution development.

Benefits include:

- Rapid AI, automation, and cloud adoption.
- Co-development and testing of next-gen products.
- Global knowledge sharing and expertise exchange.
- Modular solutions leveraging joint R&D and open APIs.

GCCs thus act as central hubs in a global innovation network, strengthening their strategic role in enterprise transformation. As GCCs drive innovation and accelerate growth, robust governance, security, and risk frameworks become essential to safeguard enterprise assets and ensure sustainable value creation.



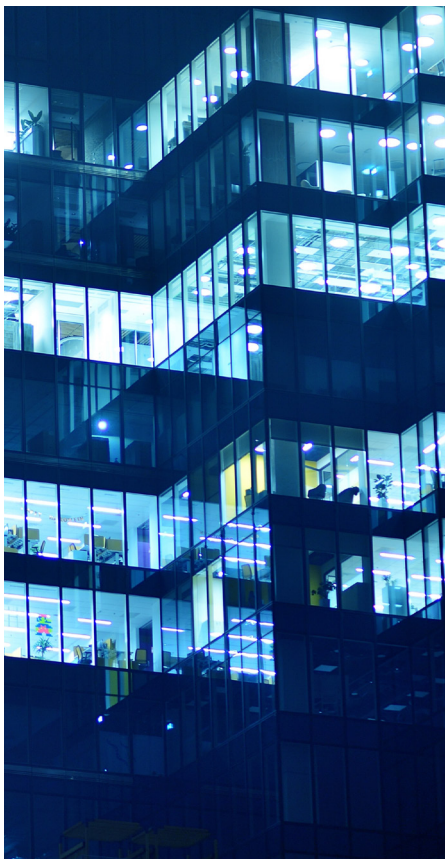
Risk management, security, and resilience

As GCCs adopt cloud, AI, and multi-region delivery, resilience and security are critical.

Focus areas include:

- Cybersecurity: Protect cloud-native systems, AI models, and enterprise data.
- AI governance: Monitor models for bias, errors, and operational risk.
- Business continuity: Disaster recovery and operational redundancy.
- Operational resilience: Identify vulnerabilities, maintain uptime, and reduce losses.

Embedding risk management ensures safe innovation and sustained enterprise trust. The next step is translating these capabilities into tangible business impact.



Measuring GCC ROI and value realisation

A rigorous, outcomes-focused framework is essential to assess performance beyond cost efficiency. Misalignment between HQ and GCC leadership can hinder value realisation. About 92% of GCC leaders believe their centres now deliver far more than cost arbitrage, driving business transformation and operational excellence. Important metrics include:

Operational efficiency

Reduced manual work, faster cycle times, expanded automation coverage, and measurable cost optimisation.

Innovation and agility

Number of AI-led initiatives deployed, speed-to-market improvements, and reuse of digital assets across the enterprise.

Talent utilisation

Teams move from transactional tasks toward analytical and engineering to innovation-centric roles.

Enterprise impact

Contribution to revenue generation, customer retention, risk mitigation, compliance, and resilience outcomes.

A GCC maturity model can benchmark cloud adoption, AI integration, automation depth, governance, and strategic contribution, ensuring alignment with HQ and comprehensive value realisation.

GCCs: engines of enterprise reinvention

GCCs are becoming the growth engines of tomorrow's enterprises, executing and shaping strategy. As cloud, AI, and predictive intelligence mature, GCCs operate as evolving value networks that accelerate innovation, strengthen resilience, and unlock competitive advantage.

Enterprises that reimagine GCCs as AI-native, cloud-scaled, insight-driven ecosystems will outpace industry transformation, driving new revenue models, smarter decision cycles, and enterprise-wide reinvention. In this future, GCC growth and enterprise growth are inseparable. The advancement of one directly accelerates the evolution of the other.

For more information, contact infosysbpm@infosys.com

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