

# **India's GCC Evolution 4.0: A 30-Year Journey of Mindset, Skillset, and Toolset Transformation**

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The sweet  
sauce of  
India's F&A  
GCC



# The Genesis of F&A GCCs in India

- ✓ **The Early Narrative (1990s - Early 2000s): Basic Transactional F&A**, high-volume, repeatable tasks
- ✓ **Consolidation (2005–2015):** Standardization, Six Sigma and process excellence, ERP upgrades
- ✓ **Advanced Specialization (2015–2020):** Global FP&A hubs, Stat/tax compliance centers, SOX/controls ownership
- ✓ **High-End Finance (2020–today):** Treasury centers of excellence and Internal audit hubs, M&A due diligence & modeling, Decision intelligence using AI/ML
- ✓ Today: India hosts 1,700+ GCCs, contributing directly to enterprise value

**India is now a decision support powerhouse, not just an execution engine**

# Mindset Shift – From Cost Center to Strategic Financial Intelligence

## What's Changed

From executor to **thought partner & internal consultant**

Ownership mindset: GCCs now **drive outcomes, not just deliverables**

Look at processes end to end, understand interlinkages upstream and downstream

Willingness to **challenge the status quo** and suggest better ways forward i.e., make the seat at the table count

Encouraged to ask: “How do we shape the future of finance?”

## What hasn't

Must still align to global internal, external governance and reporting norms

Focus on process discipline, ownership and audit readiness persists

Attention to **accuracy, co-relation and reconciliation** remains essential

**Service excellence and stakeholder empathy** are timeless

Stakeholder trust still built slowly, over time

# Skillset Shift - From Bookkeeping to Business Acumen & Analytics

## What's Changed

From rule-based execution to **judgment-based, insight-driven roles**

Rise of **scenario modeling, business simulation, and predictive analytics**

Cross-skilling in **data analytics, visualization, and strategic FP&A**

**Biggest new skill:** Ability to **model and predict the future based on AI tools**

Soft skills game changer – **storytelling, executive-ready reporting, and influence through insights**

## What hasn't

Strong foundation in **accounting, compliance, and controls**

Need for technical finance certifications (CA, CPA, CFA, IFRS)

Attention to **accuracy, co-relation and reconciliation** remains essential

Demand for detail orientation and process rigor and ability to critique still persists

Finance still demands **precision, objectivity, and hard data as the foundation of credibility**

# Toolset Shift – Tech Driven Finance Transformation

## What's Changed

From Excel and BI dashboards to **AI/ML, GenAI, and simulation tools**

Use of tools like **Caseware, Anaplan, Workiva, Power BI, Alteryx, Snowflake**

Tools now used to **simulate working capital, valuations, M&A, ESG risks**

Focus has moved from “automating tasks” to **augmenting decisions**

## What hasn't

Understanding Core platforms (SAP, Oracle, Hyperion, ECC, Boundary apps) still is mandatory

**Process standardization and documentation** are still vital

**Garbage-in/garbage-out** still applies; data hygiene is critical

**Ownership remains with us and our reputation is even more at stake than ever before**

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# Future Outlook – India as a Strategic Finance Hub

- GCCs will increasingly **drive enterprise-wide finance decisions**, not just support them.
- India-based finance teams will:
  - ✓ Lead integrated business planning
  - ✓ Own company-wide stress testing models
  - ✓ Define ESG targets and financing strategies
  - ✓ Shape investor narratives and capital markets communications
- Success will depend on integrating:
  - ✓ **Mindset** – Bold, ownership-driven, entrepreneurial
  - ✓ **Skill Set** – Deep finance + digital + storytelling
  - ✓ **Tool Set** – Modern tech stack + AI orchestration

**India is no longer just "the back office" it's "the back bone"**

# GCC 4.0 : A quick Recap

Finance professionals to hone new age skills

Understand the internal business flows/models and the everchanging WW economic landscape

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Ability to communicate with stakeholders more than ever before

Be Tech Smart

Learn story telling and be nimble

Compliance, Compliance, Compliance

The future  
of India's  
F&A GCC  
is bright



*" All the leading economic indicators have been outsourced  
to India. "*