

INDIA INNOVATION, GLOBAL OPPORTUNITY

SPOTLIGHT



Shaping the Future of Global Capability Centres

With vision and leadership, India is increasingly leveraging chartered accountants to drive enterprise resilience and global growth

Hena Ahmed

Polymakers, industry leaders, and finance professionals gathered in Ahmedabad to discuss the talent, technology, and policy support to cement India's position in the Global Capability Centres (GCC) landscape. The

deliberations around India's GCC ecosystem was timely since the industry is trying move beyond the traditional transaction-focused industries and build their own IPs and competencies.

GCCs are driving India's economic and technological rise, leveraging

talent and strong frameworks. Discussions emphasised how these centres transform industries through governance, digital innovation, and sustainability, revealing both progress and future pathways.

The epicenter of India's GCC industry is home to a vast pool of

young, skilled talent. For the industry to thrive and expand, new centres need to be added and several state governments are now designing policies for tier-two and tier-three cities to unlock talent and drive balanced growth. Besides talent, India also wants to build quality physical and digital infrastructure, enhance competitiveness of cities and driving the innovation pipeline.

India also wants to more than double the number of GCC from around 1800 by 2030, positioning the country as the hub for global enterprise capabilities.

BEYOND AUDIT, TAXATION

The widening expertise of CAs beyond the traditional roles such as audit and taxation had the attention of the speakers as well as the audience. Delegates highlighted that while GCCs may have originated as extensions of global businesses, they are now recognised as hubs of innovation and decision-making. The rapid scaling up of GCCs is enabling a transformation in business practice. Professionals to position themselves not as transactional accountants, but as trusted advisors in governance, risk, and digital adoption.

The story of Ahmedabad city was recounted as a living example of vision translating into reality. It is now home to thriving financial and technological ecosystems. Leaders drew parallels between this transformation and the



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With more than 80,000 Chartered Accountants embedded in Global Capability Centres, we are no longer passive contributors but architects of global vision. From governance and entrepreneurship to digital transformation, CAs are shaping the future of enterprise. Our discipline and expertise are fuelling India's emergence as a global leader

Charanjot Singh Nanda
President, ICAI

role of CAs in shaping the future of GCCs. Across locations, several GCCs are thriving with expertise in their chosen domains.

The multiplier effect of GCCs was repeatedly raised, noting how their economic impact extends far beyond their immediate functions to entire ecosystems of allied industries. The challenge was no longer about hosting centres but about owning the intellectual and strategic blueprint.

DEFINING ROLE OF TECHNOLOGY

The accelerating role of technology in shaping the functions of the GCC was a topic that got particular attention. Artificial intelligence, generative AI, and ESG-linked reporting were discussed as defining frontiers. Automation is expected to take over

tasks that are repetitive and the routine work, but the expertise of human-led judgment, ethics, and assurance will continue to be value for enterprises and societies. The emphasis was on embracing these tools as enablers of efficiency and creativity.

Sustainability and governance also took centre stage, with reflections on how financial reporting now extends to non-financial metrics. From ESG disclosures mandated by regulators to sustainability-linked loan evaluations, the landscape has been rapidly shifting. CAs were urged to embrace this shift and deliver integrated reporting that builds trust in global markets.

REIMAGINING RESPONSIBILITY

Chartered accountants were encouraged to adopt a broader identity. No longer limited to balance sheets and compliance, their role is expanding to create innovative solutions and influence enterprise strategy. Suggestions ranged from AI-driven real-time audit tools to global tax compliance platforms powered by machine learning. The message was clear: professionals must position themselves as both innovators and guardians of trust.

Another recurring theme was the confluence of supportive infrastructure, policy clarity, and institutional collaboration. Gujarat's universities, research centres, and entrepreneurial culture were described as fertile ground for the growth of GCC-linked enterprises. Discussions emphasised that relying solely on cost advantages is insufficient; India's future lies in leadership, creativity, and the integration of technology with governance.

The Institute of Chartered Accountants of India (ICAI) hosted the second GCC Summit which saw strong attendance from the finance community. The event highlighted how CAs are driving GCCs toward strategic global leadership, focusing on the transition from accounting to decision-making and innovation.



The GCC opportunity transcends talent alone; it rests on a framework of regulatory agility and financial resilience. IFSCA is committed to nurturing cross-border services, fintech innovation, and seamless compliance. By aligning policy clarity with executional excellence, India can redefine itself as the world's most trusted hub for capability centres

Kalyanaraman Rajaraman,
Chairperson, IFSCA



Gujarat has consistently pioneered ecosystems that catalyse innovation and enterprise. As GCCs move deeper into areas such as AI, cybersecurity, and ESG solutions, our state offers fertile ground for research linkages, infrastructure, and skilled talent to support this evolution. Together, we are advancing India's aspiration to be the innovation capital for global enterprises

Ponugumatla Bharathi
Secretary, Science and Technology, Gujarat