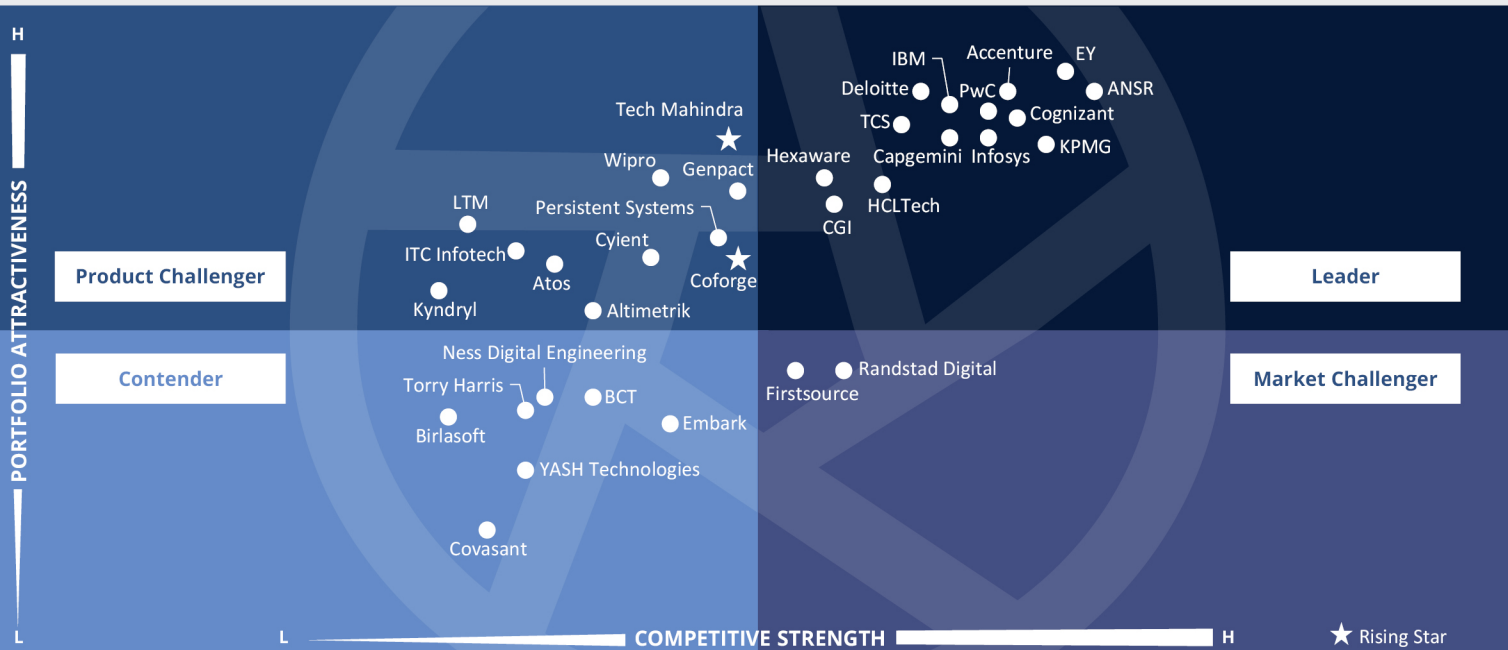


Global Capability Center (GCC) Services

Design and Setup

A research report comparing service provider strengths and competitive differentiators in the GCC ecosystem



This quadrant assesses providers that guide enterprises through the **entire GCC establishment journey**, from **business case development and location selection** to **legal structuring and day-one operations**.

Gaurang Pagdi



Cognizant



Leader

“Cognizant differentiates in GCC design through modular BOTTT models and AI-native frameworks, combining legal, talent, infrastructure and digital engineering depth to accelerate world-class captive establishment.”

Gaurang Pagdi

Overview

Cognizant is headquartered in New Jersey, U.S. It has more than 343,800 employees across over 50 countries. In FY24, the company generated \$19.7 billion in revenue, with Financial Services as its largest segment. Cognizant provides end-to-end GCC services for large enterprises, covering advisory, setup, optimization and transformation. It orchestrates multiple operating models, leveraging AI, automation and domain expertise to improve efficiency and scalability.

Strengths

Modular lifecycle orchestration: Cognizant offers a clearly structured GCC lifecycle, spanning strategy, location analytics, legal entity setup, real estate, infrastructure, people strategy, branding and transfer governance. Its modular design allows enterprises to engage selectively or end-to-end, reducing execution friction and enabling phased scalability.

Assisted GCC execution depth: Beyond advisory, Cognizant operationalizes GCCs through sourcing, onboarding, compliance, payroll, IT asset allocation and ongoing support. This assisted GCC model bridges strategy to execution and provides clients with a low-risk pathway to launch and stabilize centers.

Flexible engagement constructs:

Cognizant supports BOT, joint operations, virtual captive, and dedicated center models, aligning ownership, branding and risk-sharing to client appetite. This flexibility strengthens its positioning across the enterprise- and transformation-led GCC builds.

AI-native design orientation:

Cognizant embeds AI-led work design, platform enablement and innovation charters into GCC blueprints. Its AI-native GCC vision integrates digital foundations from inception, positioning centers for advanced analytics, automation and engineering mandates.

Caution

Cognizant has established credible GCC setup capabilities anchored in technology depth and AI-forward delivery. Expanding into private equity-backed and midmarket mandates would broaden its addressable market and strengthen its positioning beyond large enterprise setups.





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