

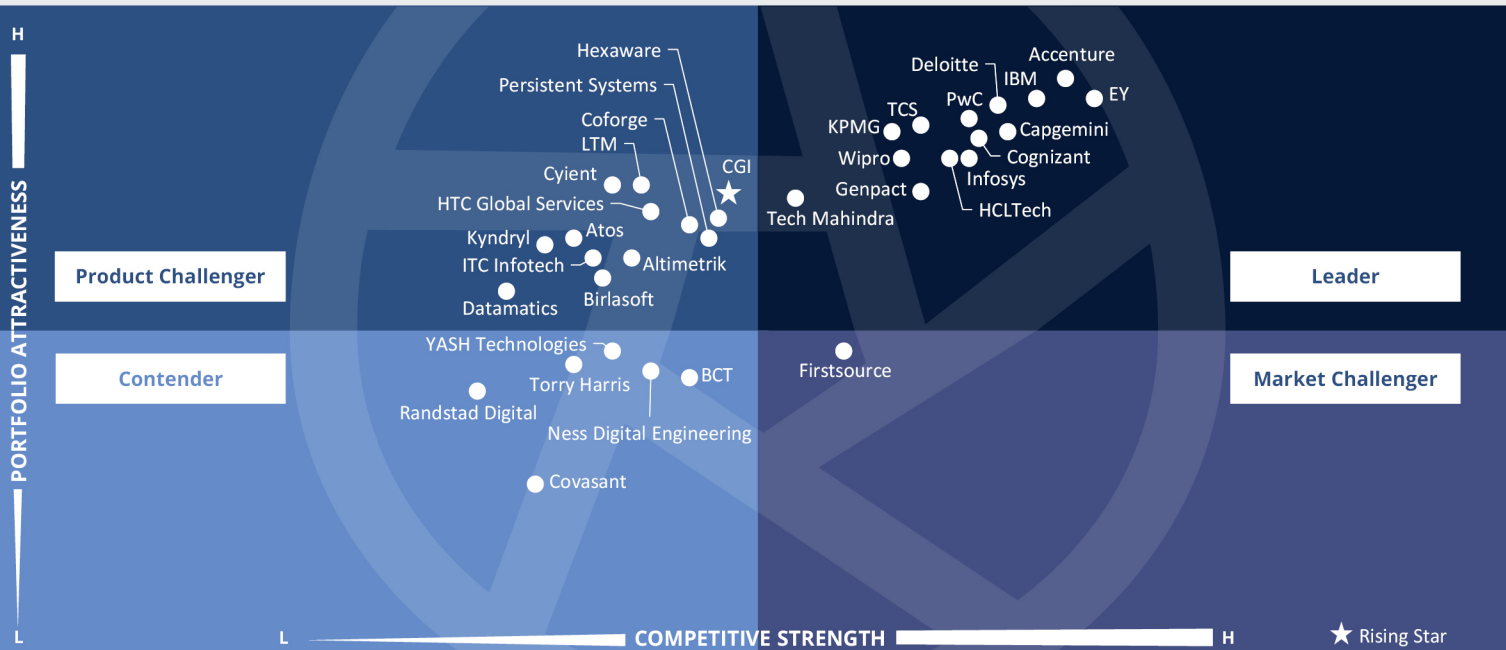
Global Capability Center (GCC) Services

Optimization and Enhancement

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

Global Capability Center (GCC) services Optimization and Enhancement

Global 2026



This quadrant assesses providers that help GCCs shift from **operational efficiency to strategic value**, with capabilities spanning **benchmarking, workforce evolution, digital integration and innovation enablement.**

Gaurang Pagdi



Cognizant



"Cognizant advances GCC optimization through AI-led operations, structured innovation frameworks and proprietary IP, enabling enterprises to elevate their centers toward digital engineering and automation with measurable business impact."

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 focuses on optimizing and enhancing GCCs by leveraging AI, automation and domain expertise to drive efficiency and scalability. Its approach is primarily geared toward large enterprises, offering process innovation, technology integration and strategic support to help GCCs evolve into advanced capability and innovation hubs.

Strengths

Operating model modernization: Cognizant supports GCCs in evolving charters through staffing flexibility, governance redesign and value-based transformation frameworks. Its three-layer governance and outcome alignment model ensures centers transition from transactional execution to business-led impact.

AI and automation infusion: Through Automation Center™, Neuro® AI, Agent Foundry and hyperscaler partnerships, Cognizant embeds AI-driven operations, intelligent automation and analytics into GCC ecosystems. These capabilities improve productivity, resilience and decision velocity.

Innovation engine institutionalization:

Cognizant's Bluebolt initiative enables grassroots and transformational innovation within GCCs, supported by structured ideation-to-impact platforms. With over 130,000 ideas and more than \$150 million in savings delivered, Cognizant operationalizes innovation beyond rhetoric.

Platform and IP leverage: Cognizant integrates proprietary platforms such as Flowsource™, Astra and industry-specific IP into managed GCC environments. This *last-mile* capability bridges enterprise heterogeneity and accelerates digital modernization within captive ecosystems.

Caution

Cognizant's optimization narrative is currently embedded within its broader AI transformation story. To strengthen its market presence, it should develop structured GCC optimization benchmarks, maturity assessment tools and outcome-based case documentation that position it explicitly as a transformation partner.





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REPORT: GLOBAL CAPABILITY CENTER (GCC) SERVICES