

Create a Brand – How GCCs Build Their Identity

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- ✓ **Identity and Brand**
- ✓ **Perception is the Reality**
- ✓ **Building the GCC's Identity & Brand**
- ✓ **Opportunities for CAs and Advisory Firms**



In Your OpinionWhy do Organizations Setup Global Capability Centers (GCC)?

1. Consolidate & Offshore the Transactional Work
2. Cost Optimization
3. Efficiencies & Enhanced Customer Experience
4. Access to Talent Pipeline & Specialized Skills
5. Innovation Continuum & Strategic Decision Making
6. Market Expansion & Competitive Edge

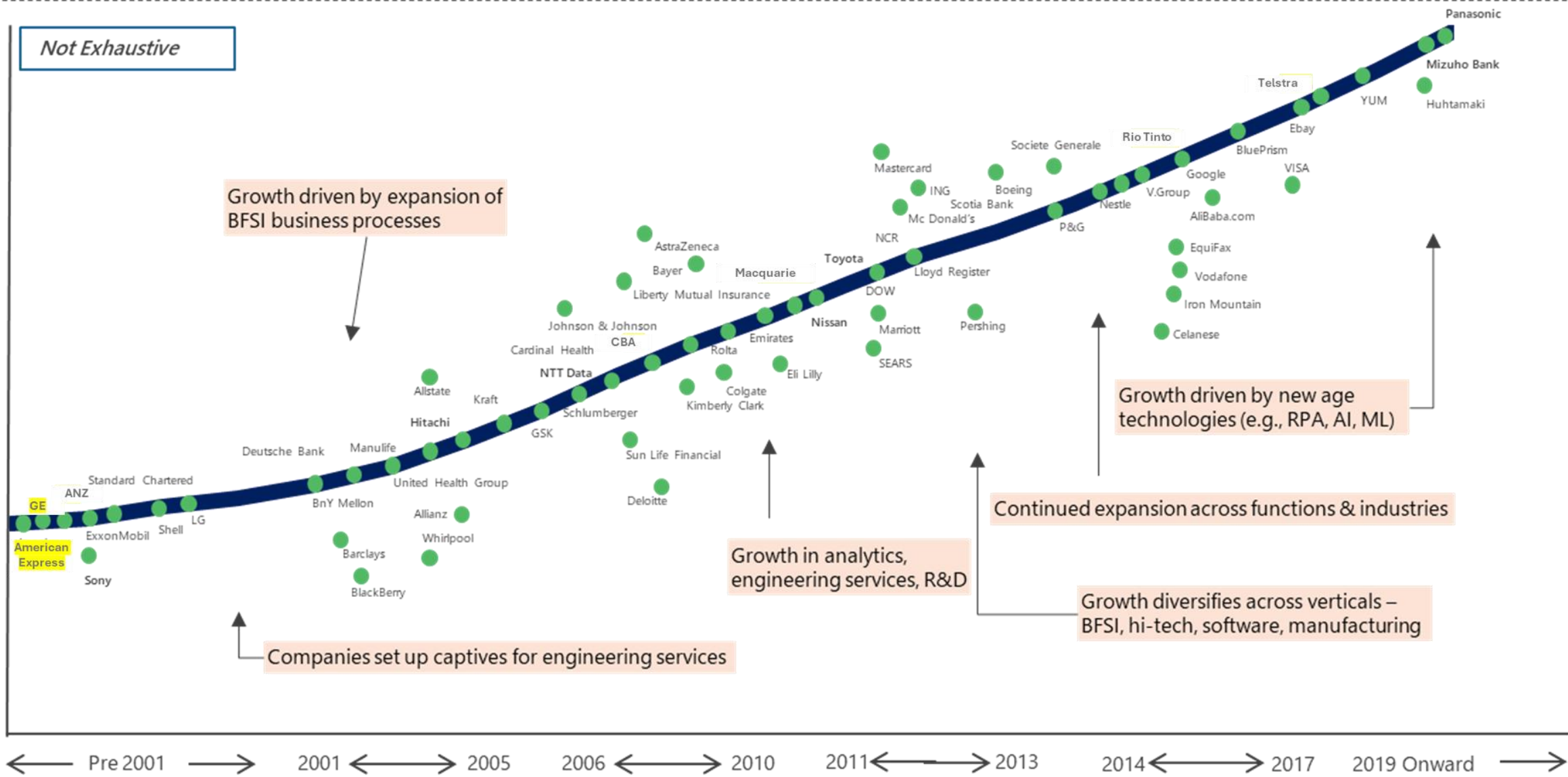
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3 Decades of GBS/ GCC Industry

- Started with Labour arbitrage and the Lower- end of transactions
- Journey: Shared Services → Global Business Services → Global In-house Centers → Global Capability Center
- Most of us 'landed by accident'however built our Identity & Brand by Reinventing & Repositioning
- India leads globally with 1,900+ GCCs, employing over 2 million professionals.
- These centres now contribute USD 46 billion to India's economy – expected to cross USD 100 billion by 2030.

Cost → Talent → Value → Innovation

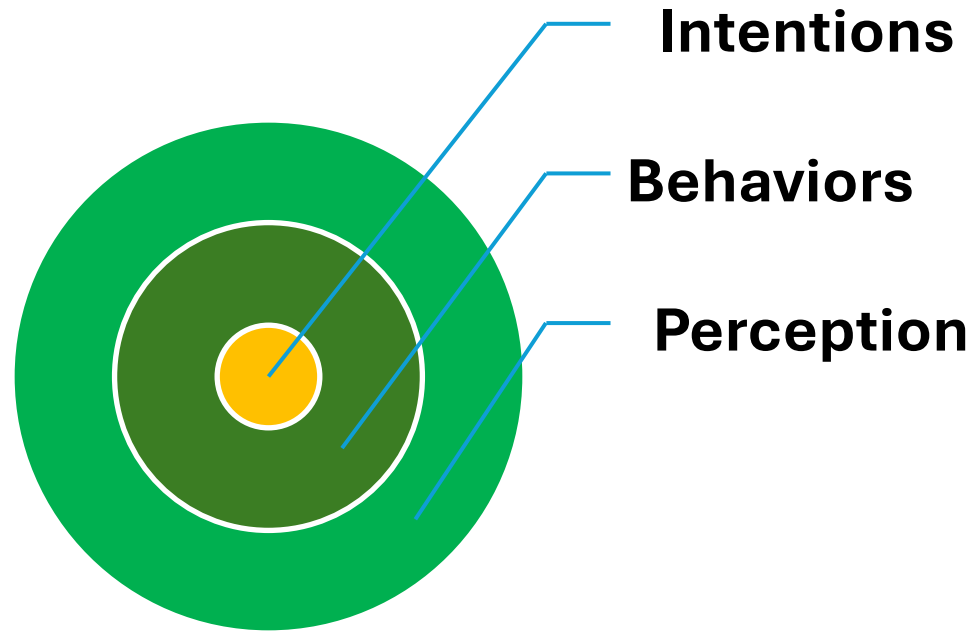
Evolution of the GCCs in India



Note: List is indicative and shows some companies that have set-up Global Shared Services Centers/ GSE/ GCCs

Source: Insights from Survey and Research Report, SSF Global

Managing Perceptions: Critical to establish your BRAND!



*“We are measured not by what we are,
but by the perception of what we seem to be;
not by what we say, but how we are heard;
and not by what we do, but how we appear to do it.”*

Visiting New Places



Great Life-Style



Interaction with Senior Mgmt.



Luxury Travel



Meetings & Meetings



Multiple Expectations



Hectic Travel



Grind + Grind + Grind

Work Stress



Process Chain

Analytics

FP&A, Insights /Decision
Enabler

Reporting

Financial/
Management

Accounting

Revenue, Opex,
Mth/Qtr Close

Operational

AP, AR, Recs

Transaction to... Transformation

Value Chain

Transaction Processing

- Timeliness
- First Pass
- Accuracy

Functional Excellence

- Accounting Accuracy
- Control & Compliance
- Risk Mgmt.

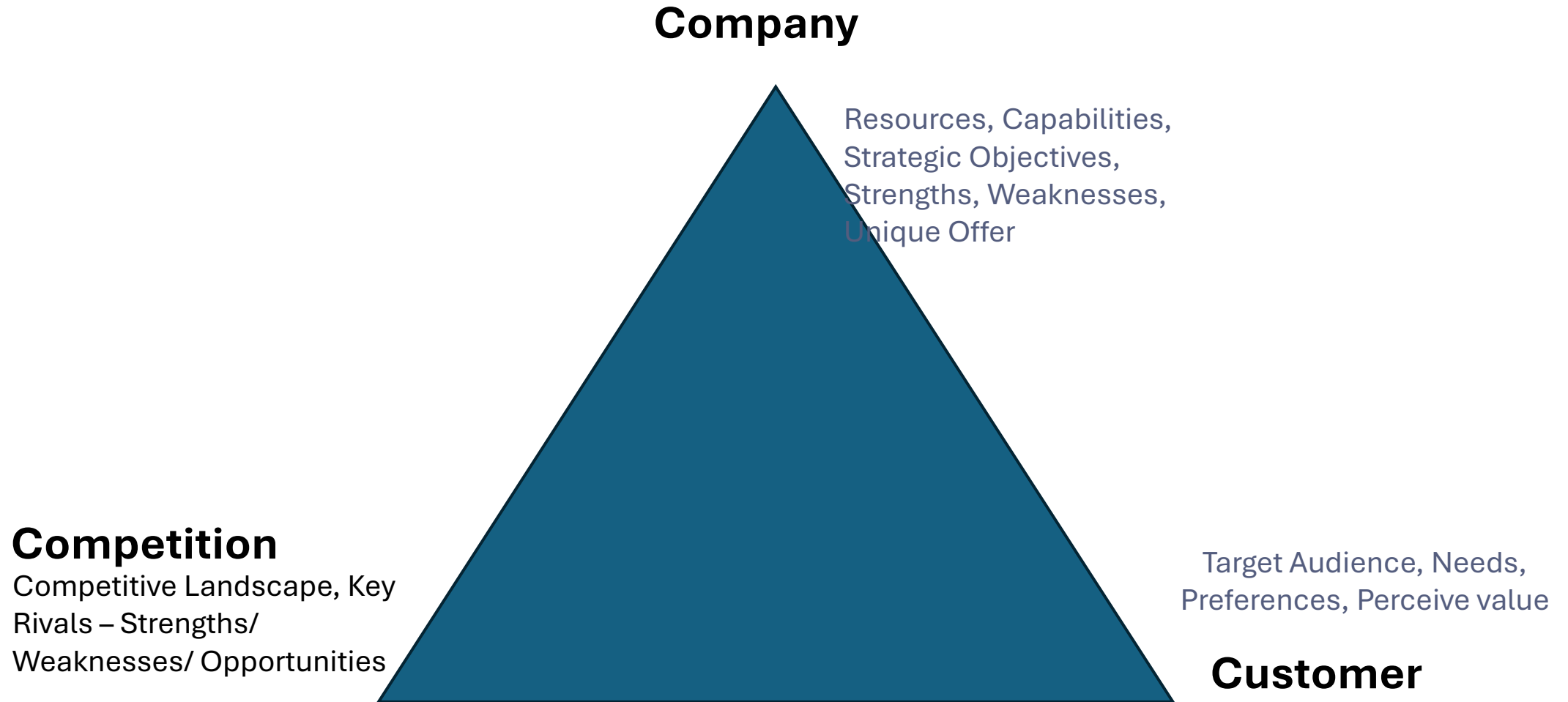
Value Add Services

- Revenue Assurance
- Cost Reduction
- P&L and B/S Impact

Process Metrics to Business KPIs

Centre of Excellence and Centre of Expertise

Traditional Approach of Building Identity & Brand - Strategic Triangle or 3 C Model



Building the GCCs Identity – from 3 Cs to 4 Cs

- **Why** – The Genesis and Purpose of GCC (*Back Office or Capability Center*)
- **What** - Name Matters! *Positioning within the Enterprise*
- **How** – The Roadmap to make the difference (COE/ COX/ COI&G)
- **EVP** – Cultural Sensitivity, Learning Continuum



**Company
(GCC)**

- **Perception Gaps** – Watermelon Effect
- **VP to VD** – Quantifying the Value Potential, Value Capture, Clear Narrative, Engage Stakeholder with Value Story
- **Relationship / Dynamics** with the Stakeholders and Clarity of Expectations from the GCC (*Seat on the Table*)



**Customer
(HQ/ GEOs/ BUs)**

- **Being aware** - Knowing your Competition
- **Talent War** – Attract/ Retain Talent
- **Cost to Value Proposition** – Baseline (*FLC*)
- **Best & Next** Practices



**Competition
(ITO/BPO/ other
GCCs)**

- **External Expertise** as Springboard - Jumpstart - Quickly off the ground
- **Don't Reinvent** -leverage Best & Specialized Skills
- **Capex to Opex** - As a Service Models

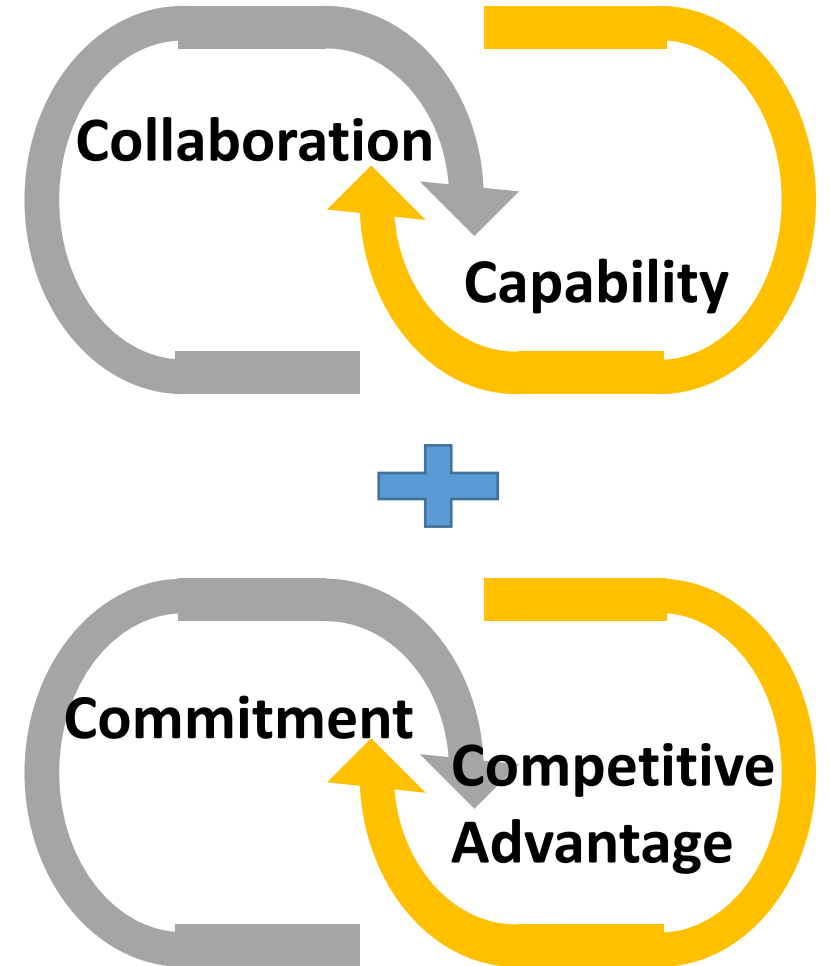


**Collaboration
(Ecosystem)**

EVP = Employee Value Proposition
 CoE = Centre of Excellence
 COX = Center of Expertise
 COI&G = Center of Innovation, Intelligence & Growth

VP = Value Potential
 VD = Value Delivery
 FLC = Fully Loaded Cost

GCC Maturity Model from SSF



RISE™ to NextGen Enterprise Centre

The Opportunity for CAs & Advisors

- ❖ 80,000+ CAs already embedded in the GCC landscape
- ❖ F&A - Role Model or Guinea Pigs
- ❖ Tier-2 cities are booming (About 25% of new ones)
- ❖ Cas and Advisory firms can lead the design, governance, and branding of these new-age Centres

- ❖ However, requires **Mindsets Shift**
 - ❖ Enterprise Mindset (Accounting to Commercial & Business)
 - ❖ Disruption As Usual (DAU) Mindset (MD/ CM)
 - ❖ Experience as a Service Mindset (Touchpoints to Journey)
 - ❖ Entrepreneurial Mindset (Develop & Nurture Ecosystem)





"If you don't define your identity, it will be defined for you.

GCCs must lead their own narrative."

Thank You

Let's build not just Centres...Let's build bold, global brands.

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