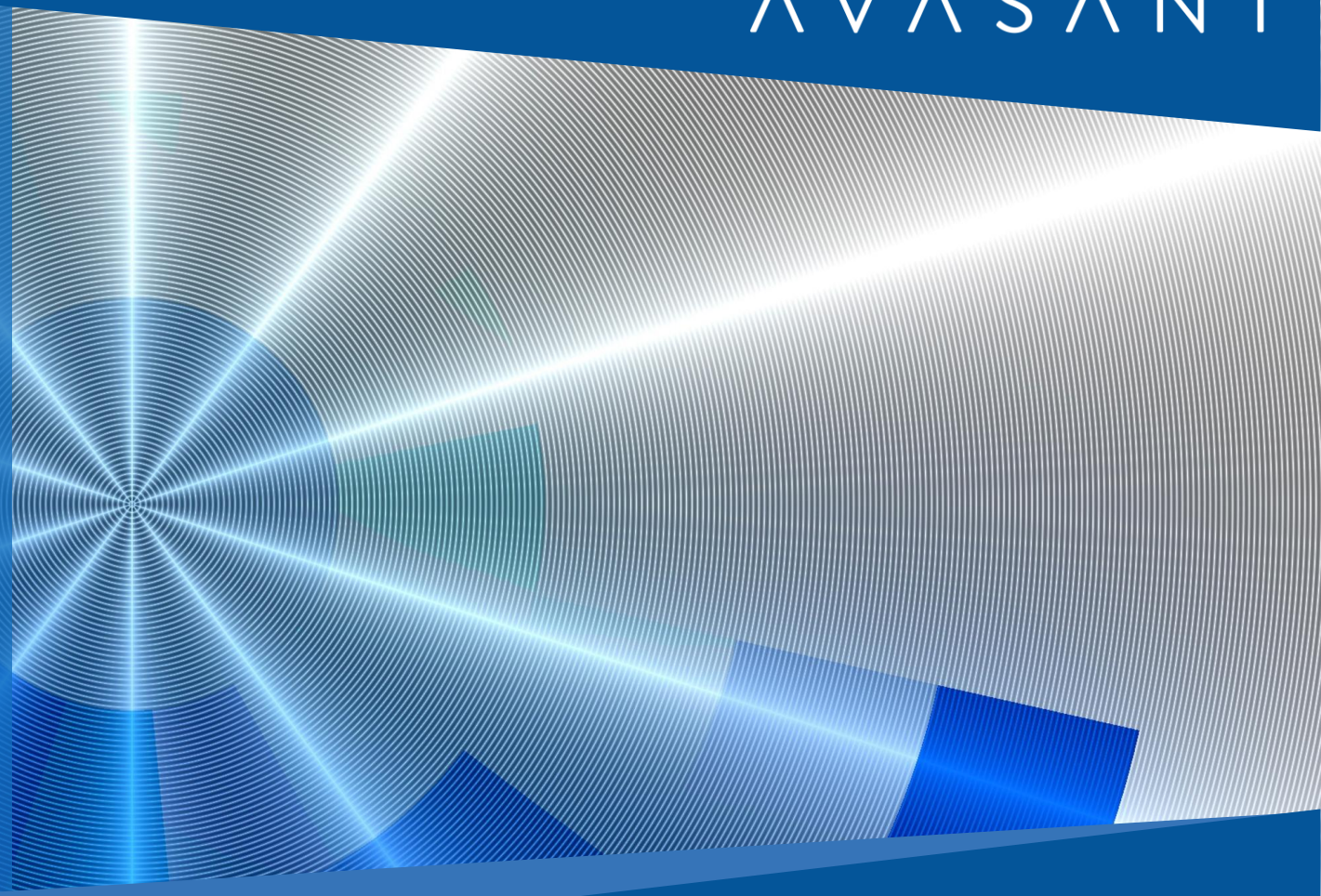
Global Competency Center (GCC) Setup and Scale Services 2026 RadarView™

Driving resilient and future-proofed GCCs for the next wave of enterprise value

July 2026



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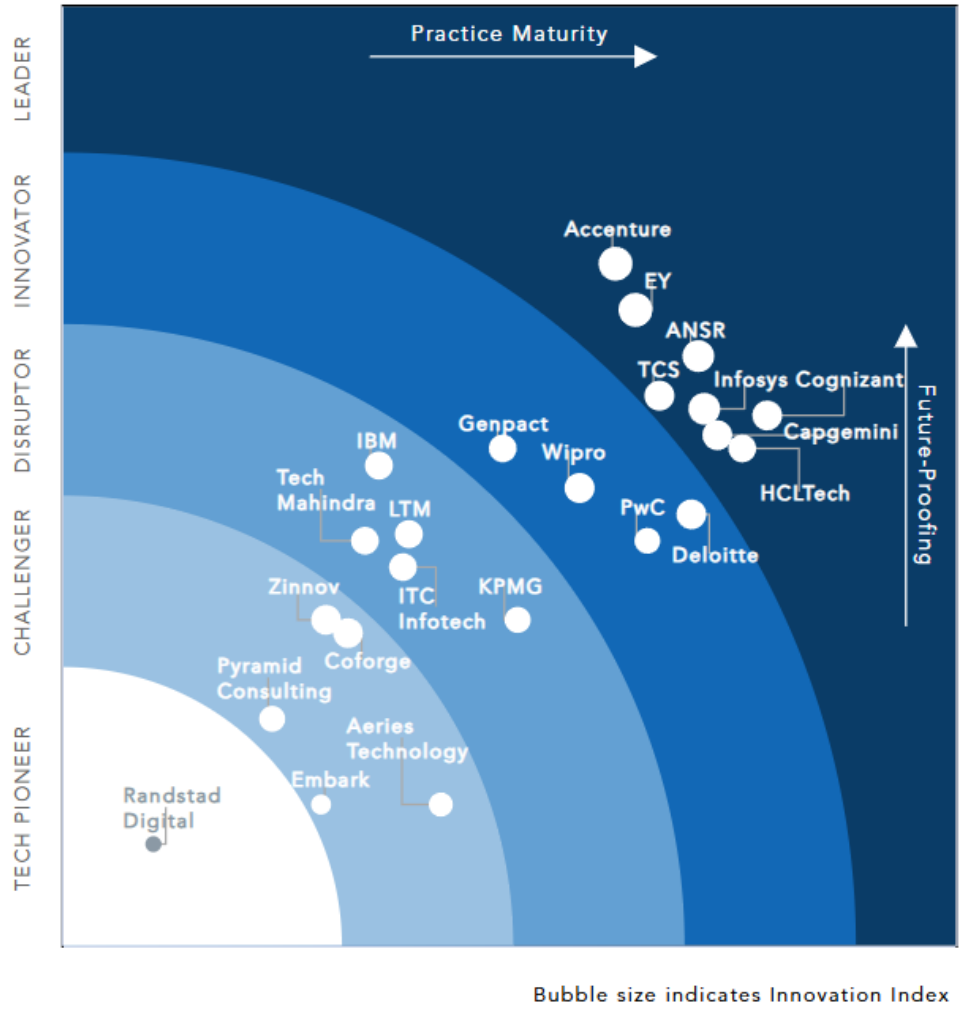
Avasant recognizes 23 top-tier service providers delivering the GCC setup and scale services



Note 1: Assessments for ANSR, Coforge, Deloitte, EY, IBM, KPMG, Pyramid Consulting, Randstad Digital, and Zinnov were conducted based on public disclosures and market interactions only.
Note 2: Please refer to Avasant's *GCC Setup and Scale Services 2026 Market Insights* report for detailed insights on the enterprises and demand-side trends.

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Cognizant: RadarView profile

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AVASANT RADARVIEW™ LEADER Global Competency Center (GCC) Setup and Scale Services 2026

Practice maturity ★★★★★

Future-proofing ★★★★

Delivers AI-led GCC setup, talent, infrastructure, and scaling services through integrated platforms and build-operate-transfer-transform (BOTT) execution frameworks.

Practice overview

- Practice size: 20,000+
- Active clients: 135
- Delivery highlights: Delivers GCC services across India, Romania, Poland, the Philippines, and Mexico, with over 270 offices globally

USD 21.1B	~7%
Total revenue as of FY 2025	Total revenue growth, FY 2025

Client case studies

- Set up a GCC for a US-based financial institution to address talent shortages, high attrition, and scaling challenges. Cognizant delivered a BOT*-led GCC in Hyderabad with digital, security, and data capabilities, enabling the hiring of over 1,000 employees and improving workforce stability.
- Established GCCs in India and Mexico for a Japanese pharmaceutical firm to address skill gaps and accelerate digital transformation across R&D and operations. It delivered vendor consolidation and application services. This led to cost savings and increased the number of employees to 5,000.
- Set up a GCC for a Mexican retailer to address scale, speed, and IT talent capability gaps. Cognizant delivered a pilot GCC in Noida, with a road map to scale beyond 300 resources, enabling distributed delivery, improved talent acquisition, and IT cost savings.
- Established a GCC for a US-based insurer to address rising costs and limited access to skilled talent. Cognizant helped drive transformation through rebadging and automation-led operations, resulting in productivity improvements and the successful transfer of over 500 associates.

Key IP and assets

- Neuro® AI Engineering: A platform industrializing Gen AI and agentic AI with governance
- Ignition™: An AI-led data platform enabling analytics, insights, and faster GCC decision-making
- Agent Foundry: A framework enabling the design and deployment of AI digital teammates
- WorkNEXT™: An AI-driven workforce platform enabling skills intelligence and transformation

Key partnerships

CBRE, aws, darwinbox, Google, EY, JLL, Microsoft

Sample clients

- A US-based financial institution
- A Japanese pharmaceutical firm
- A Mexican retailer
- A US-based insurer
- A data collaboration provider
- A global technology firm
- An international home improvement retailer
- A global learning company

Value chain coverage

- Legal, entity and compliance setup
- Infrastructure and IT enablement
- Talent acquisition and workforce build
- Operational readiness and governance
- Capability expansion and scaling

Darker color indicates higher industry concentration:

*BOT: Build-operate-transfer

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Analyst insights

Practice maturity

★★★★★

- Cognizant demonstrates GCC practice maturity through its end-to-end, modular service portfolio spanning strategy, setup, build, operate, and transformation, supporting global clients across industries such as banking, financial services, healthcare, retail, and technology, while leveraging a global delivery footprint and ecosystem-led approach to enable scalable, innovation-driven GCCs aligned to enterprise transformation objectives.
- Cognizant has strengthened its GCC capabilities by expanding its global delivery footprint across Tier I and Tier II locations (for example, Visakhapatnam, Noida, Bhubaneswar, Indore, and GIFT City), backed by large-scale infrastructure investments and integrated delivery readiness, enabling diversified location strategies, access to new talent pools, and scalable, resilient GCC operations aligned to AI, cloud, and digital engineering demand.
- It has enhanced AI-native GCC capabilities through expanded proprietary platforms such as Neuro AI Engineering, Neuro AI Multi-Agent Accelerator, Neuro Edge, Flowsource, Cognizant Ignition, WorkNEXT, and Bluebolt, alongside Gen AI investment, training of over 100,000 employees, and establishment of the Cognizant Immersive Learning Center (CILC), enabling agentic workflows and transition toward innovation-driven GCC operating models.

Future-proofing

★★★★

Partner ecosystem

- Cognizant has built an execution-oriented partner ecosystem spanning advisory (KPMG and EY), hyperscalers (AWS, Microsoft, and Google), Gen AI providers (Anthropic), and infrastructure partners (Lenovo and HP), enabling end-to-end GCC setup, with strong talent depth (4,500 AWS-certified and 21,000 Azure-certified professionals) and embedded joint delivery models across the life cycle.
- The ecosystem further extends to talent (Udemy, Darwinbox, LinkedIn, and Kaggle) and real estate partners (JLL and CBRE), enabling scalable workforce build, site selection, and workplace design.

Investments and innovation

- In 2026, Cognizant acquired 3Cloud to strengthen Azure-based cloud, data, and AI capabilities, enabling AI-ready data platforms, cloud-native modernization, and scalable infrastructure for GCC setup and transformation. It has also acquired firms such as Belcan, Thirdera, and Mobica to enhance engineering, embedded systems, and workflow automation capabilities.
- Its planned investments are focused on advancing AI, Gen AI, and agentic technologies through R&D in proprietary platforms (Neuro® suite), alongside a USD 1 billion allocation toward workforce upskilling, AI labs, and innovation centers, enabling the development of AI-native GCCs with scalable automation.

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