



HORIZONS REPORT

Global Capability Centers (GCC) Services, 2026

Closing the gap between execution and enterprise impact

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Excerpt for Cognizant

Cognizant: Enables enterprise GCCs with proven transfer models, AI-enabled innovation, and global delivery scale



Strengths	Development opportunities
• Value proposition: Cognizant delivers end-to-end GCC lifecycle support spanning strategy, setup, operate, transform, and transfer, positioning GCCs as AI-enabled digital capability hubs. • Capabilities: The firm has strong capabilities in GCC setup, BOT/BOTT execution, talent acquisition, governance frameworks, and AI-led engineering transformation. It has 18,000+ GCC associates across 200+ businesses with a >90% transfer success rate. • Go-to-market: Cognizant leverages its global consulting, delivery, and partner ecosystem to engage enterprises through modular GCC setup and transformation offerings. Multi-model GTM strategy covers BOT, managed GCCs, brownfield expansion, and carve-outs. • Outcomes: Measurable outcomes include a US based leading financial service GCC is targeting 1,000 FTE scale and US\$100 million in annual savings, alongside AI-driven productivity improvements. Strong client stickiness is driven by integrated delivery and GCC ownership transition. • Innovation: Cognizant differentiates itself through AI platforms such as Neuro, Flowsource, Ignition, and Bluebolt program (300K ideas, 220K-participant GenAI hackathon), enabling automation, engineering productivity gains, and enterprise AI adoption.	• Value proposition: Sharper articulation of unique GCC-specific accelerators and measurable enterprise value beyond standard SI delivery can strengthen strategic positioning. • Go-to-market: There's scope to deepen the co-innovation ecosystem (startups, academia) beyond operational partnerships. • Innovation: The innovation narrative is strong internally but requires more externalized, client-facing GCC innovation case studies.

Relevant M&A and partnerships	% of clients by major geography and vertical	Key clients
Acquisitions (2020–2025) • 3Cloud: Microsoft Azure Services and enterprise AI transformation (2025) • Belcan: Global aerospace and defense engineering services firm (2024) • Thirdera: ServiceNow consulting and implementation firm (2023) • Mobica: IoT software engineering and embedded software development (2023) Partnerships • Consulting/regulatory partners: KPMG, EY, Deloitte, BCG • Real estate and workplace partners: CBRE, JLL • Technology ecosystem partners: Google, Microsoft, AWS, • Talent ecosystem: LinkedIn, Monster, Indeed • Hardware/infrastructure: Lenovo, Dell		Number of clients: 100+ Key clients • Citizens Financial Group • Large APAC-based life sciences company • One of the largest US-based insurance providers • Leading Mexican retailer
Global operations and resources	Value chain presence	Flagship internal IP
• GCC services headcount: 18000+ • CoEs and delivery/innovation centers: Global delivery footprint spanning North America, Latin America, Europe, Asia, Middle East, and Oceania, with major centers across the US, India, UK, Mexico, and Australia	• Client identification and outreach: Strong • GCC design and setup: Strong • Operational management and optimization: Strong • Digital transformation and innovation enablement: Strong • Talent management and workforce transformation: Strong • Strategic alignment and business integration: Strong	• Neuro: AI platform for business innovation and operations • Flowsource: AI-enabled software engineering platform • Ignition: AI-led data and analytics platform • Skygrade: Modernization and cloud transformation platform • Bluebolt: Innovation management platform

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