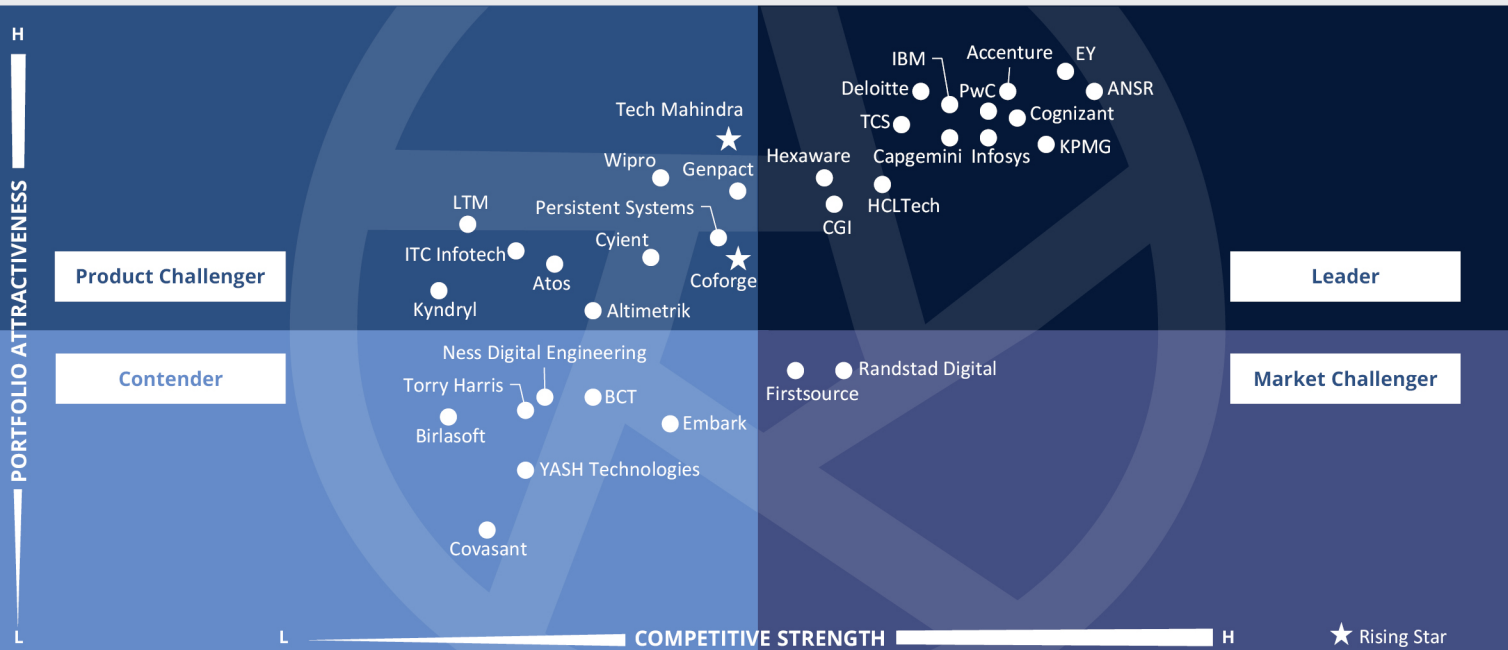


Global Capability Center (GCC) Services

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

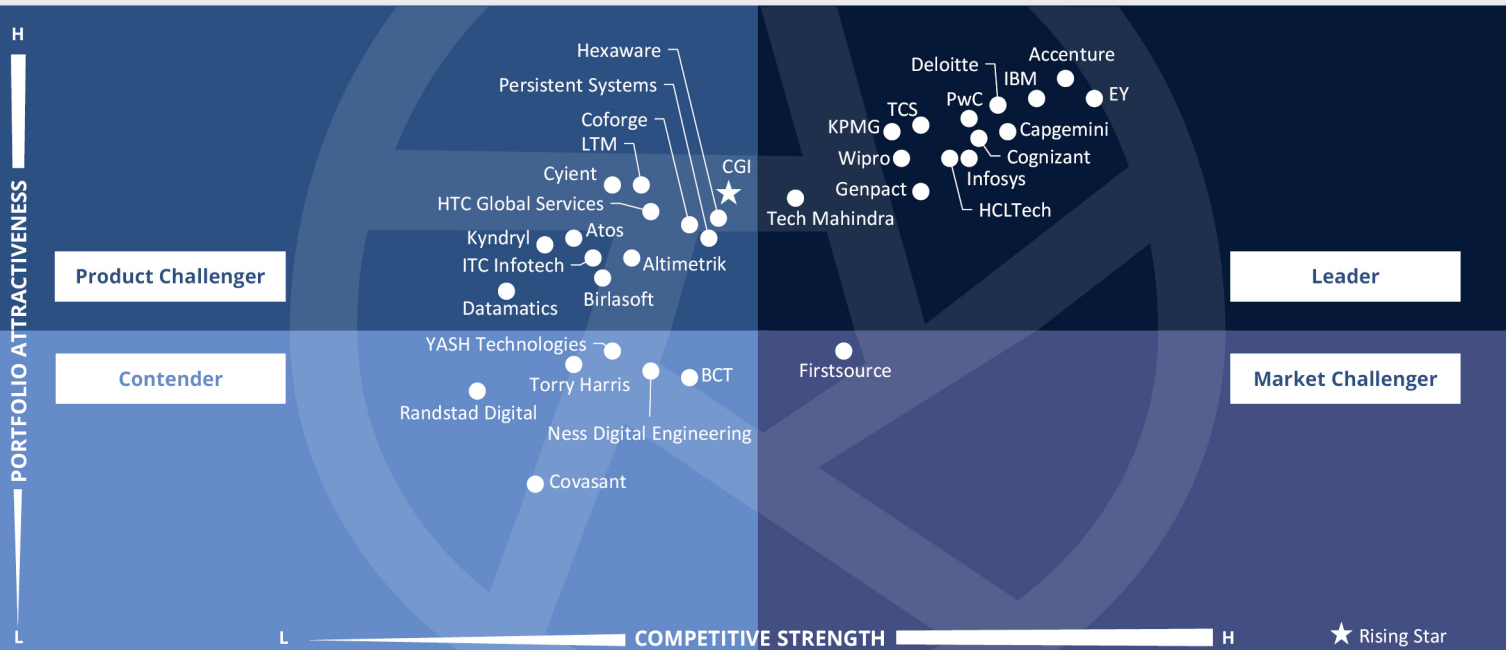
Cognizant has established credible GCC setup capabilities anchored in technology depth and AI-forward delivery. Expanding into private equity-backed and midmarket mandates would broaden its addressable market and strengthen its positioning beyond large enterprise setups.



Global Capability Center (GCC) Services

Optimization and Enhancement

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



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.





APRIL, 2026

REPORT: GLOBAL CAPABILITY CENTER (GCC) SERVICES