



KARNATAKA IMPACT REPORT

A Deep Dive into US-headquartered
GCCs in the State

A ZINNOV - AMCHAM GCC REPORT | OCTOBER 2024

FOREWORDS



Dr. Ekroop Caur, IAS
Secretary - Department of
Electronics, IT, BT, and S&T &
Co-Chair, KDEM
Government of Karnataka

In the heart of India's Silicon Valley, a quiet revolution is unfolding. Karnataka, long celebrated for its rich heritage of culture and industry, has transformed into a powerhouse of global innovation. Once known for its sprawling coffee estates and cantonment towns, the state has evolved into the epicenter of Global Capability Centers (GCCs), drawing in some of the world's leading tech giants and enterprises – especially from the Americas.

Karnataka's meteoric rise and its growing significance on the global stage is nothing short of inspirational. From Bengaluru's bustling tech corridors to the rapidly emerging hubs of Mysuru, Mangaluru, and Hubballi-Dharwad, Karnataka truly embodies the phrase, 'One State, Many Worlds.' But this isn't just a tale of quantity; the Karnataka GCC ecosystem, augmented by the trust that US-headquartered companies have placed in it, exemplifies the quality and complexity of work flowing through them. These GCCs are punching well above their weight against their global counterparts across cutting-edge technologies, first-of-its-kind product innovations, maturity of work, and of course, the availability of skills at scale.

Underpinning this remarkable growth is the state's 660K+-strong unmatched GCC talent pool. Not only is this talent digitally skilled, but also embodies an innovation-first mindset. A robust foundation of leadership, intent, and policies make Karnataka the archetype of a thriving GCC ecosystem. From fostering complex Product Management and Architecture roles to driving Global Roles from the state, the 595+ US-headquartered GCCs are blazing a trail across the Indian GCC ecosystem.

Karnataka's pole position is attributable to multiple factors – policy support, strategic planning, a strong and steady talent pipeline, a supportive ecosystem comprised of tech start-ups, academia, and Technology Service Providers, and excellence in technology and business practices.

As we look to the future, the government remains committed to supporting the growth of the vibrant GCC ecosystem through planned initiatives around skilling, infrastructure development, ease of doing business, and policy support. The Draft Policy on GCCs that the Government of Karnataka recently launched – the first of its kind in India – will go a long way in enhancing what we already have to offer to MNCs.

Karnataka's rise is not just a local phenomenon—it is a global story of talent, innovation, and ambition. The future of global tech capability is being written right here, and this report helps understand the forces that are shaping it. This report traces the evolution of Karnataka's GCC ecosystem and serves as a guide for other states seeking to replicate its success. It underscores the importance of the right combination of skilled talent, strategic policies, and focused intent, that enable boundless opportunities for growth and innovation.



Mrs. Ranjana Khanna

DG CEO
AMCHAM INDIA

GCCs in India is the return of the Y2K moment. Over the past decade, the GCC ecosystem has evolved, elevating its status beyond mere cost arbitrage. India is known as the 'GCC Capital of the World,' and is home to 1700+ Global Capability Centers. These centers have played a significant role in India's economic growth, providing high-quality employment opportunities, and contributing to the country's GDP.

With the parent organization entrusting the Indian GCC with more independence, Indian GCCs are leading the way for more value creation, business critical operations, and innovations. The culture of innovation that is engraved in the DNA of the Indian tech ecosystem fosters creative problem-solving and adaptability, which are critical aspects for any business to have a competitive edge in today's dynamic business landscape. India currently accounts for around 16% of the global R&D exports, which has resulted in the country enhancing its influence in the global business landscape, emerging as a key player in innovation, technology, and strategic operations across sectors.

Leading the way is the state of Karnataka which stands as a beacon of innovation. Out of the 1700+ GCCs in India, Karnataka alone has ~52% of them and employs 35% of the workforce. The recent launch of Karnataka's state GCC policy is a pivotal step in fostering a thriving environment for the growth and sustainability of GCCs in the state. It will further strengthen Karnataka's position as a global hub for innovation and advanced technology, driving economic growth and unlocking new opportunities for collaboration and skill development.

The AMCHAM-ZINNOV report on **Karnataka Impact Report: A Deep Dive into US-headquartered GCCs in the State** highlights how American GCCs are fuelling growth in the state and contributing to Karnataka's vision for 2032 to become a USD 1 Tn economy.



Niles Thakker
President - GCC Business
Zinnov

Karnataka, home to the oldest and most evolved Global Capability Center (GCC) ecosystem in India, stands as the benchmark for innovation and growth. The state's GCC journey began decades ago, establishing a legacy of longevity and resilience, with global corporations, Indian enterprises, and tech start-ups alike finding fertile ground here. What truly sets Karnataka apart is the flywheel effect it has created—a self-fulfilling ecosystem powered by a symbiotic relationship between global companies, consulting firms, and cutting-edge talent. This dynamic environment continues to push the boundaries of next-generation technologies and is a testament to the state's intrinsic culture of innovation.

The state's evolution from a cantonment town to the epicenter of India's technological revolution is underscored by its rich history with institutions like ISRO, IISc, and a thriving Technology Services sector. Karnataka has consistently set the pace, and today, it serves as the lead indicator for what is happening across the GCC landscape in India. The baton has been passed from these early institutions to the GCCs, which now drive key developments in AI, ML, IOT, and Cybersecurity – cementing Karnataka's role as a global hub for next-gen technologies.

At the heart of this success is not just the state's infrastructure or policies, but its unparalleled, 660K+-strong talent pool. The quality, intent, and tenure of talent in Karnataka have fostered a culture where innovation is not just an outcome, but an activity deeply entrenched in our daily lives. This talent, paired with visionary leadership and strategic intent, has transformed Karnataka into a crucible of innovation, where breakthroughs in digital, engineering, and shared services portfolios take shape and are exported globally. A big portion of this growth is being driven by the 580+ US-headquartered GCCs, 55% of which operate at higher maturity. With higher presence of Product Management and Architect talent in these GCCs, these centers are driving cutting-edge innovations from the state.

Moreover, Karnataka has become a trailblazer for women in leadership roles. Center Heads, Leaders in Global Roles, and DEI champions from Karnataka are steering their organizations toward more inclusive and sustainable futures. The state's ecosystem is also a front-runner in sustainability and DEI initiatives, with programs driven directly from its GCCs, making a significant impact on global business practices. These initiatives are not only shaping corporate cultures but are also defining new standards for ESG efforts across the globe.

Karnataka's leadership in this space is not by accident but by design. It is the culmination of decades of strategic planning, policy support, and a relentless pursuit of excellence in technology and business practices. From fostering start-ups and partnering with academia to crafting policies that empower businesses, Karnataka has ensured that its ecosystem remains robust and future-ready.

As we dive into this AMCHAM-Zinnov report, we examine Karnataka's unparalleled rise and the flywheel of innovation that continues to propel it forward, with US-headquartered GCCs leading from the front. Its impact is global, its leadership undeniable, and its future bright. This report not only chronicles the evolution of Karnataka's GCC ecosystem but also provides a roadmap for other states aspiring to follow in its footsteps – demonstrating that with the right mix of talent, policy, and intent, the possibilities are limitless.

LEADERSHIP QUOTES



BV Naidu
Chairman,
Karnataka Digital
Economy Mission
(KDEM)

Karnataka has emerged as a pivotal hub for Global Capability Centers (GCCs), driving India's leadership in the global digital economy. With Bengaluru at its core, it not only has a share of ~52% of GCCs in India but is also home to over 48 unicorns and is ranked among the top 10 global innovation hubs. The talent available in Bengaluru continues to attract new GCCs as lateral hiring becomes very easy. Bengaluru has a balanced participative ecosystem built by the government, the industry, and academia – our state exemplifies the potential of technology, innovation, and industry collaboration. Progressive and forward-looking policies of the Karnataka Government, coupled with the support of the Karnataka Digital Economy Mission (KDEM), we have created an environment that encourages sustainable and inclusive growth. This AMCHAM report underscores the critical role of GCCs in fostering economic growth and highlights the opportunities that lie ahead in this dynamic sector.



Pari Natarajan
CEO,
Zinnov

The meteoric rise of Global Capability Centers (GCCs) in India is a true testament to the value Indian talent and technology capabilities bring to global organizations. Karnataka leads this revolution, with over 52% of all GCCs in the country anchored in the state. This success is propelled by a powerful combination—mature industry incumbents, a diverse pool of techno-business talent, a vibrant start-up ecosystem, and world-class academic institutions. Bengaluru, at the core, exemplifies how innovation thrives in a cosmopolitan environment that nurtures collaboration and creativity. As global enterprises continue shifting from operational hubs to strategic centers of excellence, Karnataka's ecosystem is perfectly primed to support this evolution. It's no wonder the state is recognized as the GCC capital of the country, driving sustainable business outcomes and long-term innovation.



Sheenam Ohrie
Managing Director,
Broadridge India

Driven by an insatiable hunger for business innovation, skilled talent pool, and progressive policies, Bengaluru houses over 875 of the 2,975 GCCs in India. Its dynamic startup ecosystem fosters experimentation, collaboration, and co-innovation. As per Savills Growth Index, Bengaluru is projected to be the fastest-growing city globally. It is India's most millennial-friendly city, offering excellent education and employability prospects, and is a stronghold for the diplomatic and international trade community. Supported by Karnataka Government's forward-thinking GCC policy and a focus on reinventing technology education, this synergy of innovation, talent, culture, and cross-border connectivity positions Bengaluru as a preferred destination for innovation hubs, worldwide.



Niladri Ray
Country Head, India &
VP – Engineering,
Flexera

Karnataka, particularly Bengaluru, has been instrumental in Flexera's growth into a global technology hub, driving key strategic priorities from India. Our India GCC leads a significant portion of Product Engineering and shapes our Platform & Data strategy, with much of our success attributed to Karnataka's diverse and skilled talent pool. Bengaluru's unique blend of technical expertise and entrepreneurial spirit has empowered us to lead key customer conversations and host workshops, strengthening our global presence in FinOps, ITAMs and AI-driven solutions. This synergy between talent, innovation, and forward-thinking policies continues to accelerate Flexera's global ambitions.



Shalini Sankarshana
Managing Director – India
Planview

Bengaluru's talent pool is unmatched, and despite the competition, we knew we had to be closer to our customers, many of whom are based here. From a tech perspective, Bengaluru leads with top engineering talent and strong communication skills, consistently outperforming other cities in conversion rates.

Around 50% of our products are managed end-to-end from India, including product management, design, development, and global customer care.

Our India team setup is globally scalable, and over the last year and a half, we've nurtured a full customer and user ecosystem from here.



Ajeya Motaganahalli
VP Engineering &
Managing Director,
India R&D
Pure Storage

We chose India for its talent, with Bangalore standing out for its exceptional systems expertise. The city's rich ecosystem of universities and startups makes it an ideal location. If any place mirrors Silicon Valley in talent, attitude, and work culture, it's here. We wanted top-tier talent and leadership capable of operating globally, and the self-sufficient ecosystem only adds to what we love about this city.



Rakesh Jain
Vice President – Digital
Intelligence & ITC Site Leader
WITEC

In 20+ years of our existence in India, we have been able to build a very capable engineering organization for Wabtec Corporation that owns product and systems and takes responsibility of making end to end delivery for our global customers across Digital, Engineering and Information Technology domains. The presence of a large ecosystem of Universities, Technology Firms , Startups, the cosmopolitan culture and availability of diverse talent really helps us to be successful.



Mosur Saisekar
Chief Country Executive
Carelon Global Solutions
India

When we launched Carelon Global Solutions India in 2017, Bengaluru already offered unparalleled access to a vibrant tech ecosystem, top talent, innovation-centric infrastructure, and favorable government policies. The city's thriving start-up and IT sectors enable global organizations to scale and grow. Its cosmopolitan culture, blended with rich heritage, fosters connectivity and diversity, making Bengaluru an ideal destination for global enterprises.

TABLE OF CONTENTS

FOREWORDS	02
EXECUTIVE SUMMARY	13
INTRODUCTION	18
INDIA GCCs: AN OVERVIEW	22
1: MATURITY OF US-HEADQUARTERED GCCs	35
2: NEXT-GEN TECHNOLOGIES DRIVEN FROM US-HEADQUARTERED GCCs	44
3: GLOBAL ROLES IN KARNATAKA GCCs	49
4: INNOVATION IMPACT OF US-HEADQUARTERED GCCs	54
5: GOVERNMENT OF KARNATAKA'S POLICY IMPACT ON GCCs	58
6: DEI AND ESG IMPACT OF US-HEADQUARTERED GCCs	64
WAY FORWARD FOR US-HEADQUARTERED GCCs IN KARNATAKA	68
IMPACT STORIES	71
AUTHORS AND KNOWLEDGE PARTNERS	79
APPENDIX	80

EXECUTIVE SUMMARY

India GCC Snapshot (FY2024)

1700+

Number of GCCs in India (FY2024)

2975+

Number of GCC Units in India (FY2024)

1.9 Mn+

Total Installed GCC Talent in India (FY2024)

82K+

Total Installed GCC Talent in Tier-II & III Cities in India (FY2024)

USD

64.6 Bn

India GCC Revenue (FY2024)

~28%

Share of Global STEM Talent housed in India

Snapshot of the Karnataka GCC Landscape (FY2024)



Salient Features

~52%

Share of Indian GCCs with a presence in Karnataka

~34%

Share of Installed GCC Talent in Karnataka

~34%

Karnataka's GCC Market Share (FY2024)

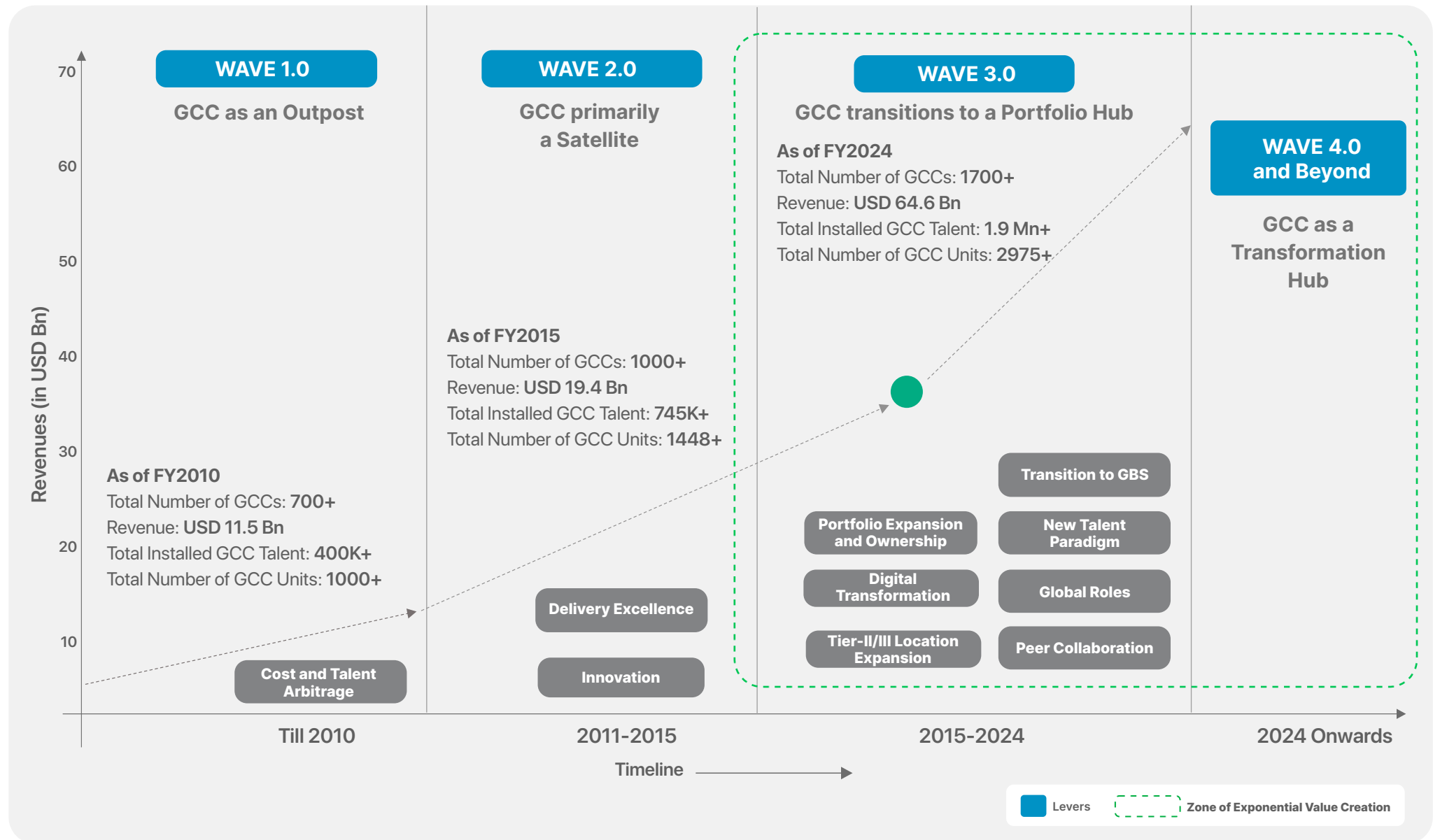
~30%

Share of GCC units based out of Karnataka

~21%

Share of overall Talent pool of US-headquartered GCCs in India, based in Karnataka

GCCs across the country have matured significantly, with many transitioning into the Portfolio and Transformation Hubs in recent years, consistently adding greater value to their HQ



6 key pillars have driven the exponential growth of Karnataka's GCC Landscape in India, with US-headquartered centers contributing significantly

MATURITY OF US-HEADQUARTERED GCCs

01

- US-headquartered GCCs in Karnataka continue to lead the way with 55% of the GCCs in Portfolio and Transformation Hub stages, compared to 53% of GCCs in the same stages in all of India
- 22% of US-based GCCs in the Transformation Hub stage exhibit the highest intensity of Product Management talent

NEXT-GEN TECHNOLOGIES DRIVEN FROM US-HEADQUARTERED GCCs

02

- US-headquartered GCCs in Karnataka continue to lead the development of next-gen technology use cases, driving advancements in AI/ML, Cloud Computing, Blockchain, and other emerging technologies from their centers
- Karnataka continues to be a key hub for GCCs, driving the creation of new roles such as Embedded AI Engineer, Global Chief Technologist, and LiDAR-based Multimodal Perception Specialists

GLOBAL ROLES IN KARNATAKA GCCs

03

- Karnataka GCCs are home to 2,300+ Global Roles, accounting for approximately 36% of the total Global Roles in India
- In Bengaluru, Shared Services and Engineering functions dominate the Global Roles landscape, accounting for ~ 42% of all Global Roles

INNOVATION IMPACT OF US-HEADQUARTERED GCCs

04

- US-based GCCs in Karnataka continue to empower start-ups through platform evangelization, joint GTM strategies, co-innovation initiatives, and equity investments
- Approximately 40% of the top 50 US-based GCCs have established formal collaborations/MoUs with colleges/academic institutions in Karnataka

GOVERNMENT OF KARNATAKA'S POLICY IMPACT ON GCCs

05

- The Government of Karnataka continues to lead the GCC landscape with its pioneering GCC Draft Policy, which aims to enable the establishment of 500+ additional GCCs by 2029
- Over the past five years, the state's policies have placed a strong emphasis on R&D, offering investment subsidies and promoting patent creation to drive innovation

DEI AND ESG IMPACT OF US-HEADQUARTERED GCCs

06

- 40% of US-headquartered GCCs continue to implement city-specific DEI initiatives, in addition to broader country-wide programs for their GCC operations
- GCCs in Software & Internet and BFSI verticals lead in CSR contributions, accounting for approximately 40% and 28% respectively

INTRODUCTION

Bengaluru has been pivotal for Karnataka's rapid evolution and transformation into the 'Silicon Valley of India'; the city has transformed from being a cantonment to the torchbearer of innovation for global tech organizations

The ever-evolving state of Karnataka, a pioneer in innovation

The state of Karnataka has long been a cradle of innovation, shaping history through the centuries. From as early as the 16th Century, when Bengaluru earned the title of the **"City of a Thousand Lakes"** and served as a vital military base as a **"Cantonment,"** the spirit of ingenuity has always been alive. Fast forward to the modern era, where Karnataka was the first place in Asia to harness electricity from flowing water. Over time, both Karnataka and its capital, Bengaluru, have become synonymous with trailblazing innovation and rapid progress. Today, they stand as beacons of innovation, constantly evolving and setting the stage for future breakthroughs. Here's a brief journey through this remarkable evolution:



In the 16th Century, Kempe Gowda established Bengaluru's foundation with a fort, 1,000 lakes, and well-planned trade zones like Chikpete, Aralpete, Tharagupete, Balepete, etc., shaping the city's early urban development



During the Madras Presidency, the British relocated their garrison from Srirangapatna to Bengaluru, where the European-influenced Cantonment became the center of public life, anchored by South Parade, now known as Mahatma Gandhi (MG) Road



In the 20th Century, Karnataka cemented its place in the innovation landscape by becoming the first place in Asia to receive electricity from the Shivanasamudra Hydel plant, that powered the Kolar Gold Fields and lit the lamp in Krishna Rajendra Market



Jamshedji Nusserwanji Tata, driven by his vision for self-reliance in education and research, collaborated with Maharaja Krishna Raja Wadiyar IV and Lord Curzon to establish the "Tata Institute," known today as Indian Institute of Science (IISc)



Infosys, founded by N. R. Narayana Murthy and six engineers in Pune with an initial capital of USD 250, signed its first New York-based client and relocated its headquarters to Bengaluru in 1983, drawn by the state's significant tax incentives

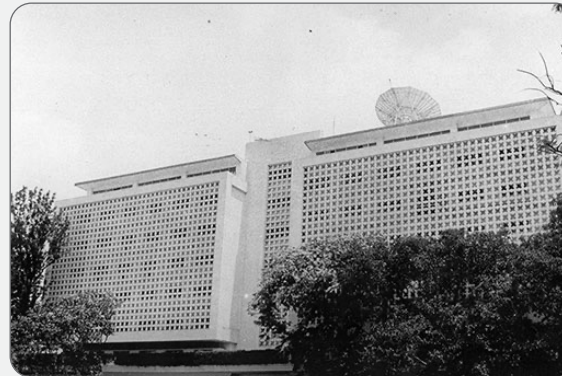


Former Chief Minister of Karnataka, S. M. Krishna, transformed Bengaluru and Karnataka into a technology and innovation hub by championing the IT sector and granting IT parks in 2000, earning Bengaluru the title of India's Silicon Valley

As history has shown, anything that started its journey on a bullock cart was destined for success – be it Indian Space Research Organization’s (ISRO) APPLE in 1981 or India’s first GCC in Karnataka in 1985



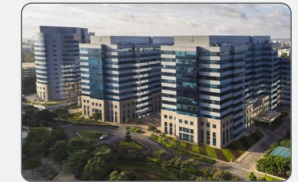
The arrival of the R&D and IT in Bengaluru was on a bullock cart to Sona Towers, Millers Road in 1985



The IT revolution surged in the late 90s, continuing in the very building where the iconic bullock cart once rolled in



Bagmane Tech Park, Mahadevpura



Manyata Tech Park, Hebbal



RMZ Ecoworld, Bellandur

The R&D and IT revolution gained significant momentum in the 21st Century, with larger and more advanced IT parks offering world-class facilities

DEFINITIONS

GLOBAL CAPABILITY CENTER (GCC)

- ✓ **Global Capability Centers (GCCs) are offshore services units established by Multinational Corporations (MNCs) to perform strategic functions, leveraging knowledge-based talent, cost and operational efficiencies**
- ✓ **GCCs encompass the Technology, Engineering, and Operations functions, including Shared Services Centers of MNCs in India**

MNCs NOT QUALIFYING AS A GCC

- ✓ **Service Providers (SPs) (Technology/Engineering/Operations/Digital functions) or Integrators supporting Product/Solution/Platform development**
- ✓ **Staffing companies generating revenue by outsourcing talent or contingency staff**
- ✓ **Pure-play Sales Entities selling products or customized tools/software to India and nearby regions**
- ✓ **Professional Services companies that have a dual model (in-house and third-party)**

METHODOLOGY

This report has been developed by leveraging a mix of primary and secondary research, including proprietary and government databases, and in-depth discussions with GCC leaders and other stakeholders in the ecosystem.

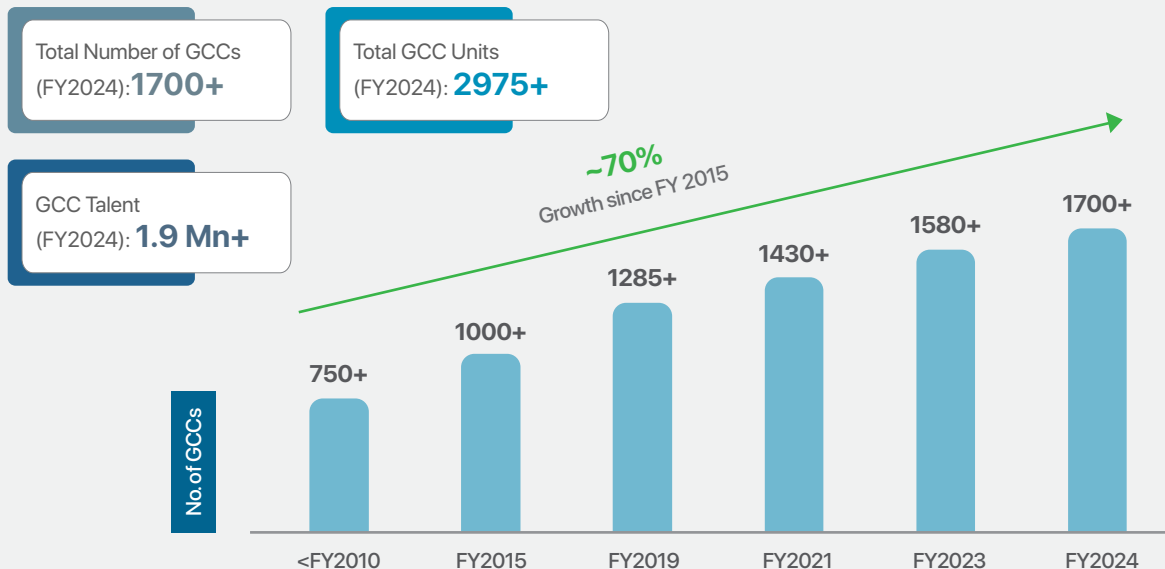
INDIA GCCs

AN OVERVIEW

GCCs in India are experiencing steady growth, with a CAGR of ~ 6%, as more companies establish their first-ever centers in India, expanding beyond their headquarters



GCC Evolution in India



Key Insights

- Tier-I cities remain at the forefront of GCC setups, with effective tax policies and promotional incentives facilitating greenfield establishment too
- In FY2024, multiple global organizations, including Storable, CyberArk, HyVee, Wayfair, and Kasmo have established their GCC entities in India
- The trend of setting up multi-functional and hybrid centers in India that drive workloads across ER&D, IT, and BPM is on a rise
- A significant shift has emerged in the work done by GCCs in India, with many now driving innovation and developing patents
- GCCs have left behind the 'cost center' tag and are increasingly developing region-specific products and services tailored for India and beyond
- The Americas region accounts for the largest share of GCCs, with ~64% headquartered there

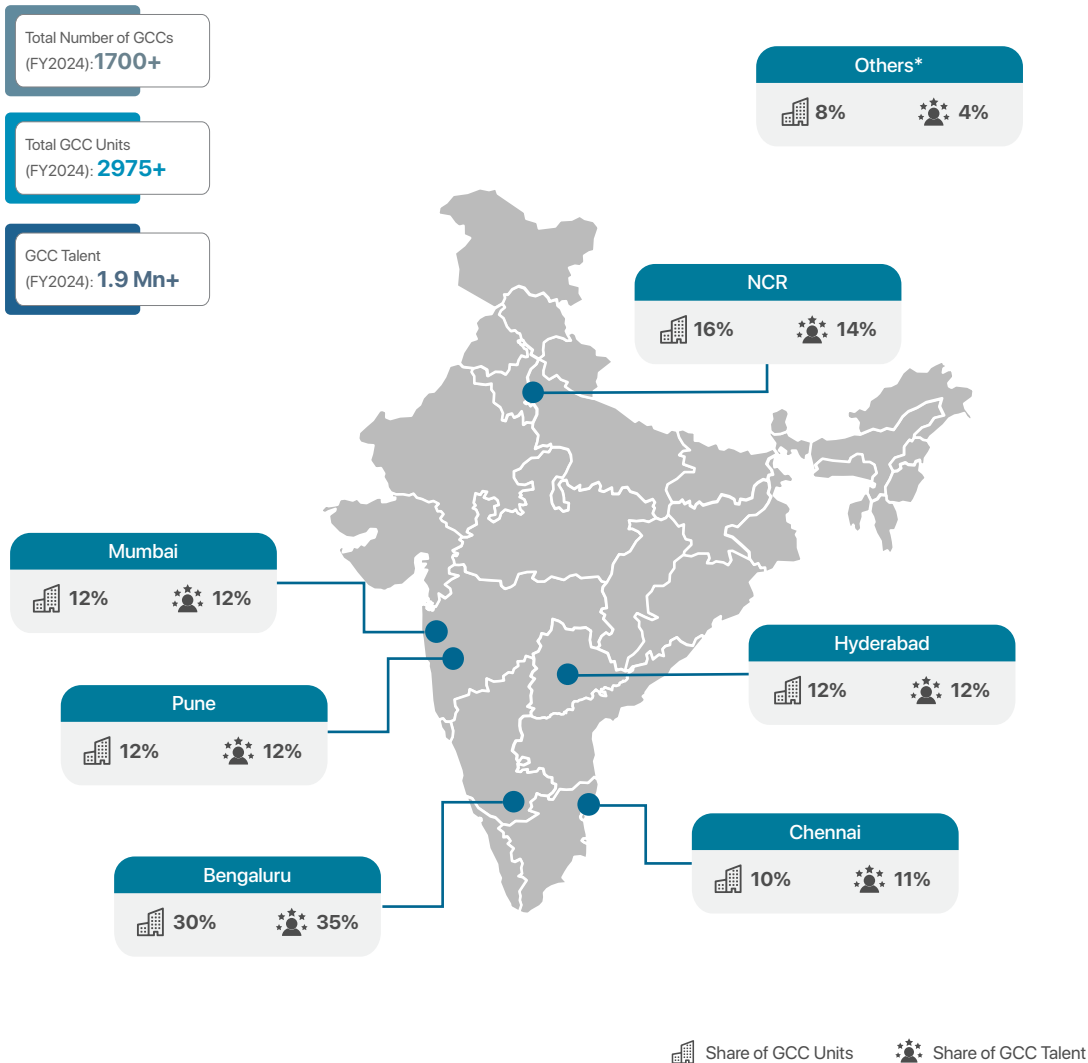
Snapshot of GCCs set up over the years

Before FY 2010	FY 2011 – FY 2015	FY 2016 – FY 2019	FY 2020 – FY 2022	FY 2023 – FY 2024

India's GCC growth story continues unabated, with cities like Bengaluru and Hyderabad leading the charge and dominating the GCC landscape



GCC & Talent Distribution across India



GCC & Talent Distribution across India

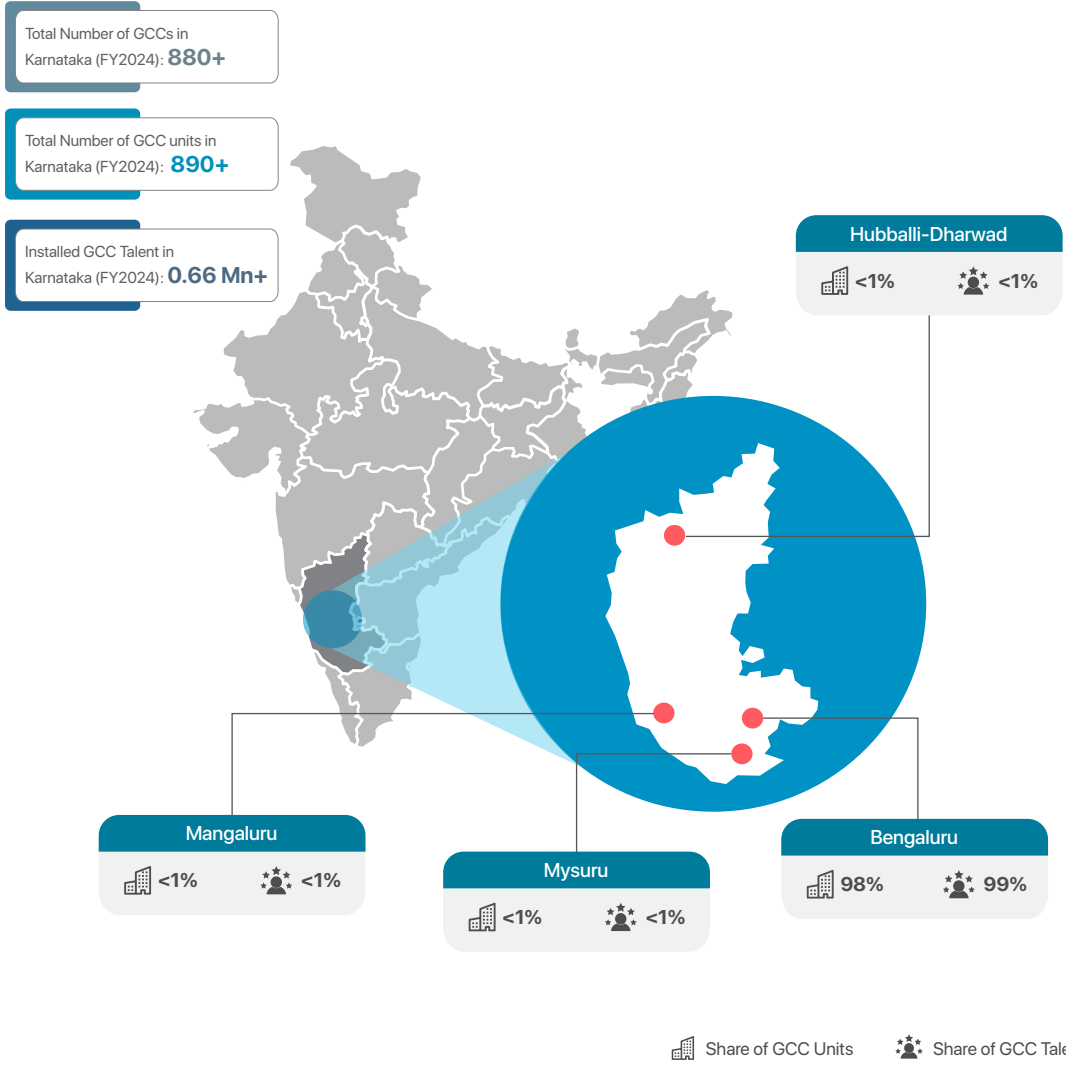
- Bengaluru's appeal to MNCs lies in its strong GCC and partner ecosystems, along with access to R&D and niche talent pools
- Bengaluru remains a leading hub for GCC talent across industries, with the highest concentration in Software & Internet, Telecom & Networking, and BFSI
- In Chennai, the Automotive and Electrical & Electronics verticals account for 17% of the total GCC talent pool
- Over the past five years, Pune and Mumbai have experienced significant growth in GCC units, driving an average increase of ~71%
- Software and Internet, BFSI and Industrial as the top verticals setting up GCCs in India

MNCs that set up GCCs in India in the last few years



Karnataka remains the top choice for GCCs, driven by a combination of factors such as a strong talent pool and favorable government policies

GCC and Talent Distribution across Karnataka (FY2024)



Key Insights

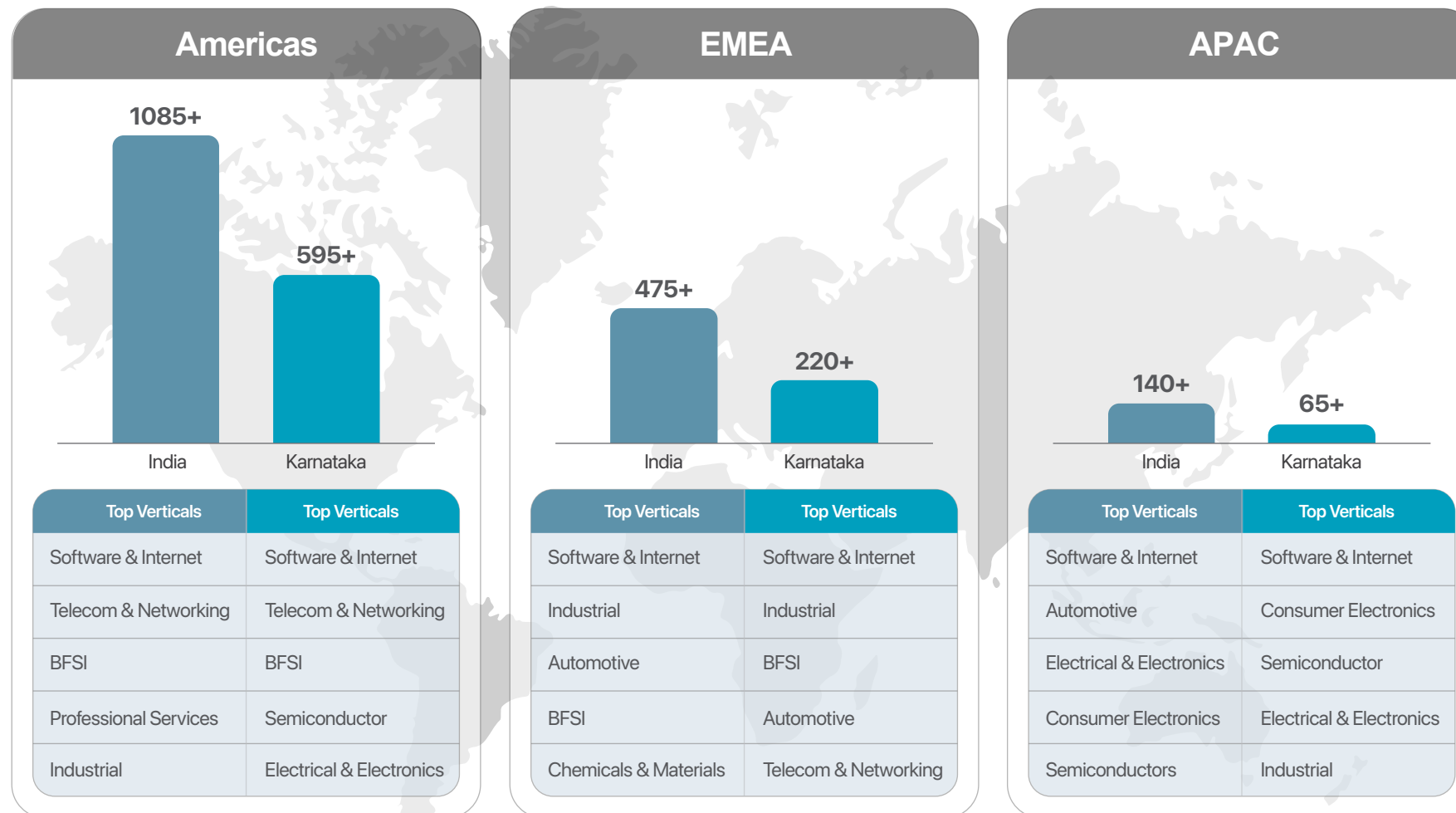
- Bengaluru remains the epicenter of the Karnataka GCC revolution, accounting for over 98% of the state's GCC units, solidifying its position as India's leading GCC hub
- In the last decade, Software & Internet, BFSI and Retail are the top verticals setting up centers in Bengaluru, while Tier-II and Tier-III cities like Mysuru and Mangaluru are seeing the rise of Software & Internet, BFSI, and Electrical & Electronics verticals
- Karnataka continues to attract significant interest from companies in the Americas region, followed by Europe and the APAC regions respectively
- Karnataka's GCC landscape is witnessing several Tier-II and Tier-III cities emerging as new hubs over the past decade

GCCs that entered/expanded in Karnataka in the last two years (2022-2024)



The Americas region remains the top contributor to the Karnataka GCC ecosystem at ~67%, while EMEA and APAC together account for one-third of the total share

GCC Distribution in India and Karnataka, based on HQ Location (FY2024)



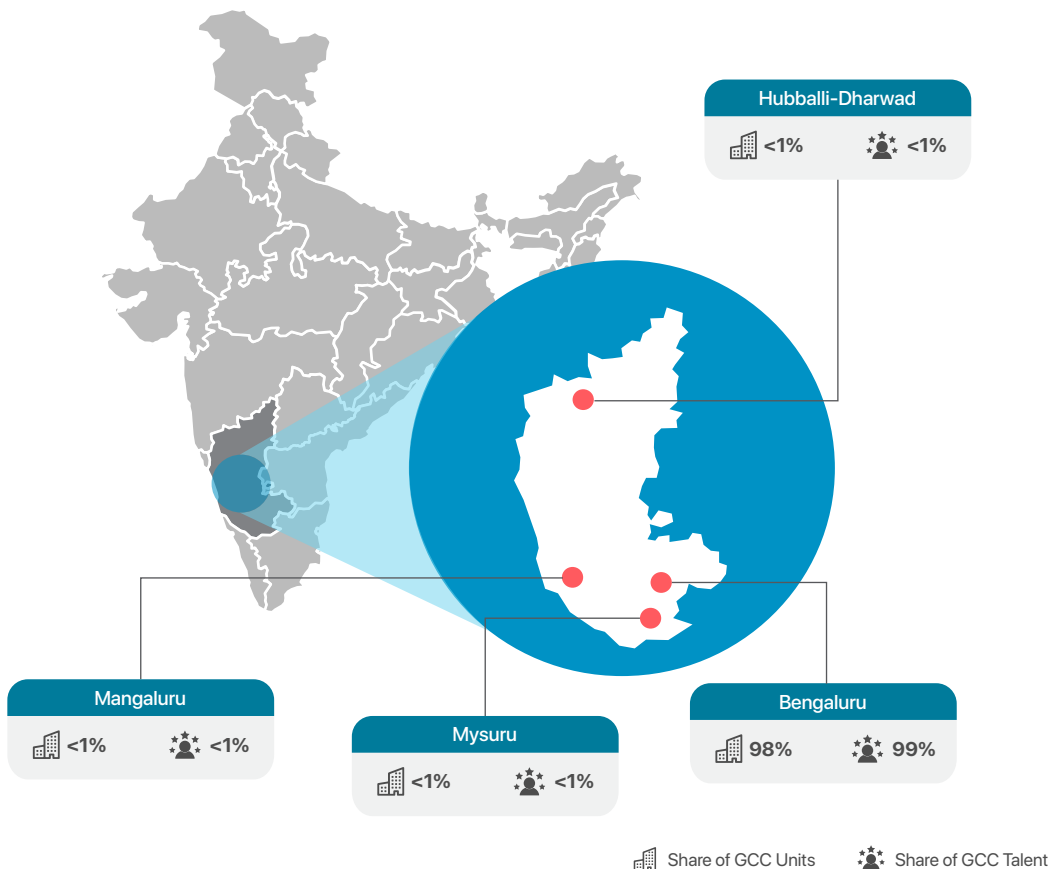
Karnataka continues to remain the leader of the Indian GCC ecosystem, housing more than 50% of all US-headquartered GCCs in India

GCC and Talent Distribution of US-headquartered GCCs across Karnataka

Total Number of US-headquartered GCCs in Karnataka (FY2024): **580+**

Total Number of US-headquartered GCC units in Karnataka (FY2024): **585+**

Installed US-headquartered GCC Talent in Karnataka (FY2024): **0.41 Mn+**



Key Insights

- Within the Americas region, US-headquartered companies have a strong presence in Karnataka, particularly in Bengaluru
- Amongst the US-headquartered companies, Software & Internet, BFSI, and Telecom & Networking are the top verticals that have set up GCCs. In recent years, Retail, Automotive and Healthcare verticals are increasingly favoring the state
- Bengaluru remains a hotbed for innovation and research, with approximately ~57% of the ER&D headcount of US-headquartered GCCs housed in the city, highest amongst the other top-tier cities
- In Tier-II and Tier-III cities, US-headquartered GCCs have significantly increased their ER&D presence, with ~88% of the GCCs in these cities running multifunctional centers

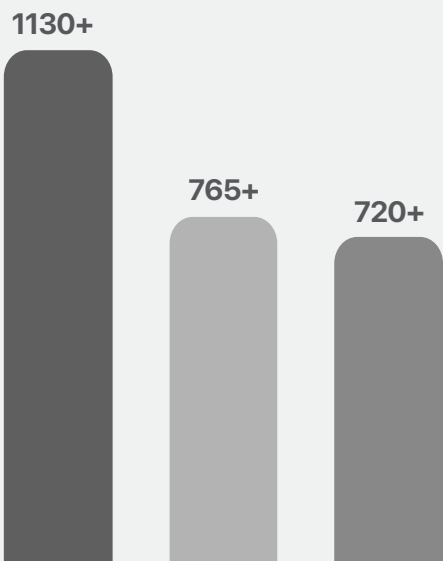
Top US-headquartered GCCs in Karnataka





US-headquartered GCCs in Karnataka are almost at par with their counterparts across India, with more than 85% operating multi-functional centers in the state

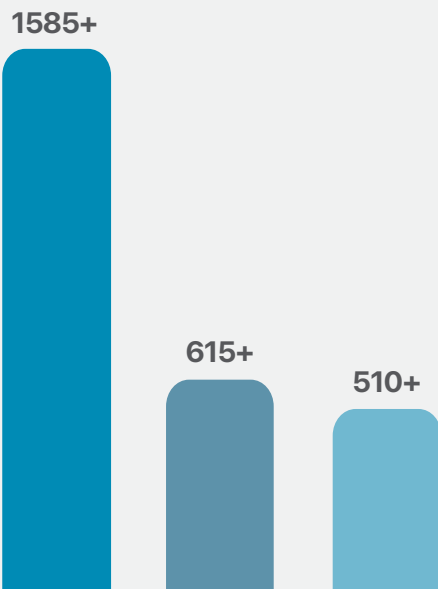
Average Count of Installed Talent in a GCC (FY2024)



Average Installed GCC Talent

- India GCCs
- Karnataka GCCs
- US-headquartered GCCs in Karnataka

Split of Multi-functional Centers (FY2024)



Average Installed GCC Talent

- India GCCs
- Karnataka GCCs
- US-headquartered GCCs in Karnataka

NOTE:

1. Single-function GCCs include GCCs with only ER&D or IT or BPM
2. Dual-function GCCs include GCCs with a combination of ER&D and IT; or IT and BPM; or ER&D and BPM
3. Multi-functional GCCs include GCCs that have all three functions, i.e., ER&D, IT, and BPM

Key Insights
















- US-headquartered GCCs in India continue to maintain large headcounts at single-function centers, while in Karnataka, the average headcount is about one-third smaller
- Nearly 90% of US-headquartered GCCs in India operate multi-functional centers, with 87% of those in Karnataka following this trend, aligning closely with the national average
- The average size of an ER&D GCC is 380 employees, whereas IT GCCs have a smaller average size of 170 employees
- In the last five years, ~100 GCCs that have set up or expanded their centers in Karnataka have been multi-functional in nature

Top US-headquartered GCCs in Karnataka with multi-functional centers



Software & Internet and BFSI remain the leading verticals with GCCs in Karnataka, while Retail and Automotive are steadily gaining traction

Top 5 Verticals of US-headquartered GCCs in Karnataka

Verticals	Number of GCCs	Illustrative Logos
 Software & Internet	280+	 
 Telecom & Networking	40+	 
 BFSI	30+	 
 Semiconductor	25+	 
 Electrical & Electronics	20+	 

Top 5 Emerging Verticals of US-headquartered GCCs in Karnataka

Verticals	Number of GCCs	Illustrative Logos
 Retail	5+	 
 Automotive	<5	 
 Healthcare	<5	 
 Media & Entertainment	<5	 
 Travel & Hospitality	<5	 

GCCs in established verticals are driving product development, technology breakthroughs, and innovation, becoming beacons of business excellence

Software & Internet

- A Texas-based GCC has developed a platform that unifies content from Global Distribution Systems and hotel aggregators, offering access to over 1 Mn unique properties on a single screen, solving content fragmentation and search challenges in the lodging distribution landscape
- An East Coast-based GCC in India is continuously enhancing its capabilities in Generative AI, Natural Language Processing, and Process AI to optimize processes

Telecom & Networking

- A California-based Global Development Center, the largest outside the US, drives innovative R&D, scalable processes, and go-to-market strategies for emerging markets while supporting global IT, services, and customer solutions
- A New York City-based GCC is at the forefront of next-generation technology, specializing in the development and delivery of cutting-edge solutions in AI, ML, Extended Reality (XR), and Chatbot

BFSI

- The GCC of a Fortune 500 enterprise is revolutionizing the technology ecosystem with Target State Architecture, enabling efficient data flows and enhanced built-in security, allowing scalable deployment of new features
- A Florida-based GCC has developed a Generative AI-driven solution for property and name document extraction, aimed at reducing costs, optimizing time, and enhancing document security

Semiconductor

- A California-based GCC is pioneering innovative methods to optimize Clock Tree Synthesis (CTS), strategically placing flip-flops to enhance area, power, and timing efficiency
- A California-based GCC, with state-of-the-art design facilities in Bengaluru, continues to lead cutting-edge R&D efforts in areas such as mobile internet devices, high-density packaging, thermal management, etc.

Electrical & Electronics

- A publicly-listed Electrical and Electronics GCC continues to enable cutting-edge non-contact temperature measurement, material analysis, and 3D scanning solutions, enhancing efficiency, reducing costs, and improving quality in foundry operations
- A Minnesota-based GCC serves as an "epicenter for technology and innovation," enabling it to meet the evolving demands of its suppliers and customers for enhanced services

More than 22% of Fortune Global 500 companies have set up GCCs in Karnataka, with BFSI, Automotive, and Software & Internet verticals leading the charge

GCC Distribution of Fortune Global 500 MNCs in India and Karnataka, based on HQ Location (FY2024)

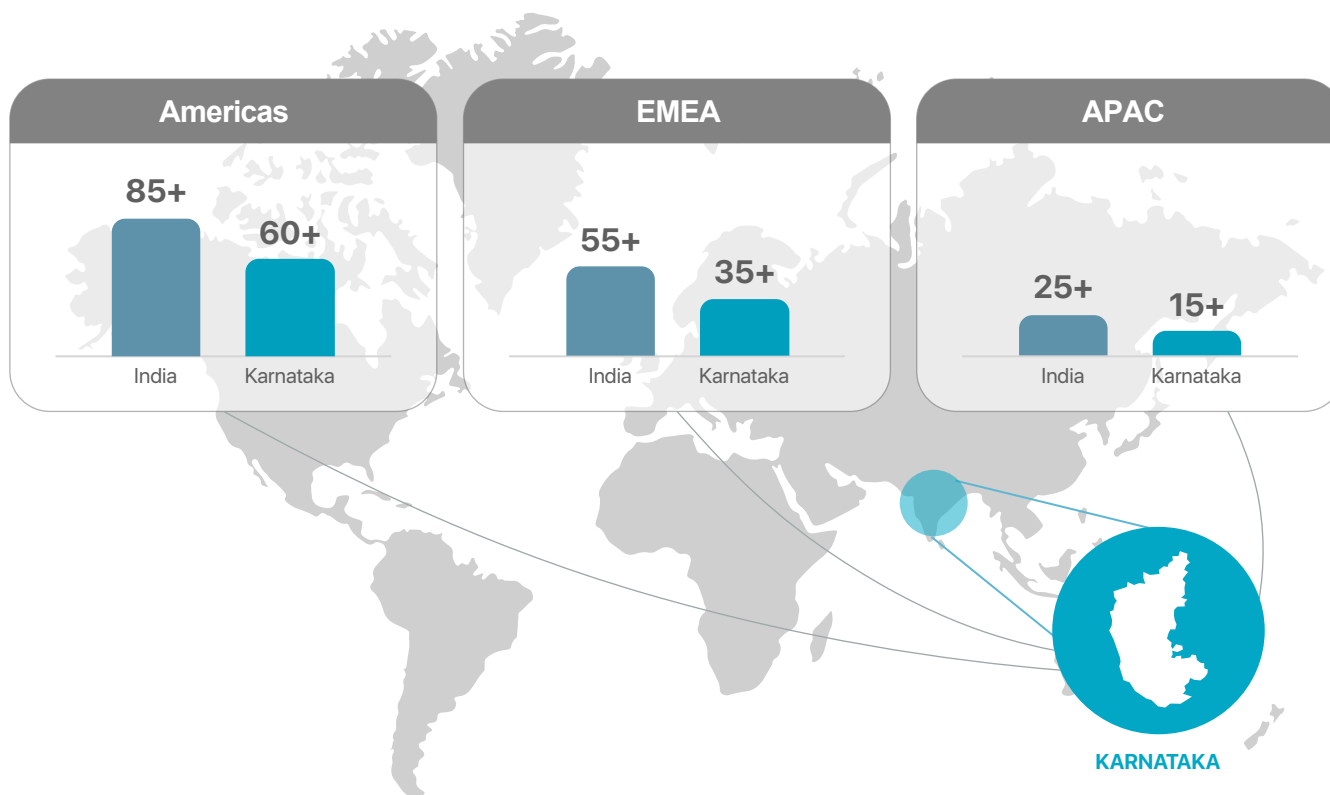


~34%

have a GCC presence in India

~22%

have a GCC presence in Karnataka



Key Insights

- Nearly 75% of Fortune Global 500 MNCs with a presence in India, have established centers in Karnataka as well
- From the Fortune Global 500 list, BFSI, Automotive, and Software & Internet verticals have a significant presence in Karnataka
- ~38% of GCCs from the Americas are from BFSI and Software & Internet verticals, followed by Retail and Semiconductor
- Consumer Electronics and BFSI are the key verticals from APAC

Illustrative list of Fortune Global 500 MNCs with Karnataka GCCs



Mercedes-Benz



Karnataka is the preferred GCC hub for the World's Most Admired Companies, with 100+ centers in the state

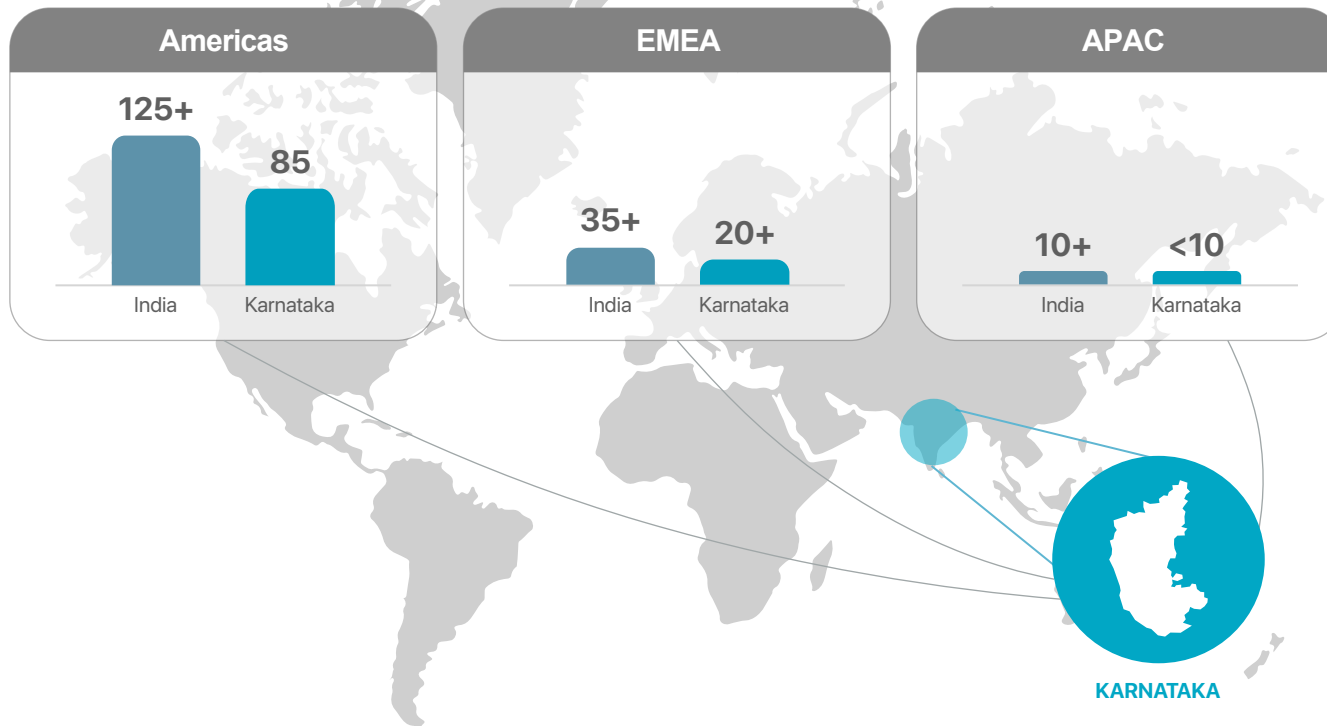


GCC Distribution of the World's Most Admired Companies in India and Karnataka, based on HQ Location (FY2024)



~55% have a GCC presence in India

~37% have a GCC presence in Karnataka



Key Insights

- Two-thirds of the World's Most Admired Companies from the Americas region that are present in India have established their centers in Karnataka
- Among the World's Most Admired US-based companies with a presence in Karnataka, the key verticals are BFSI and Software & Internet
- APAC-based GCCs from the list predominantly hail from South Korea and Japan

Key GCCs from the World's Most Admired Companies list



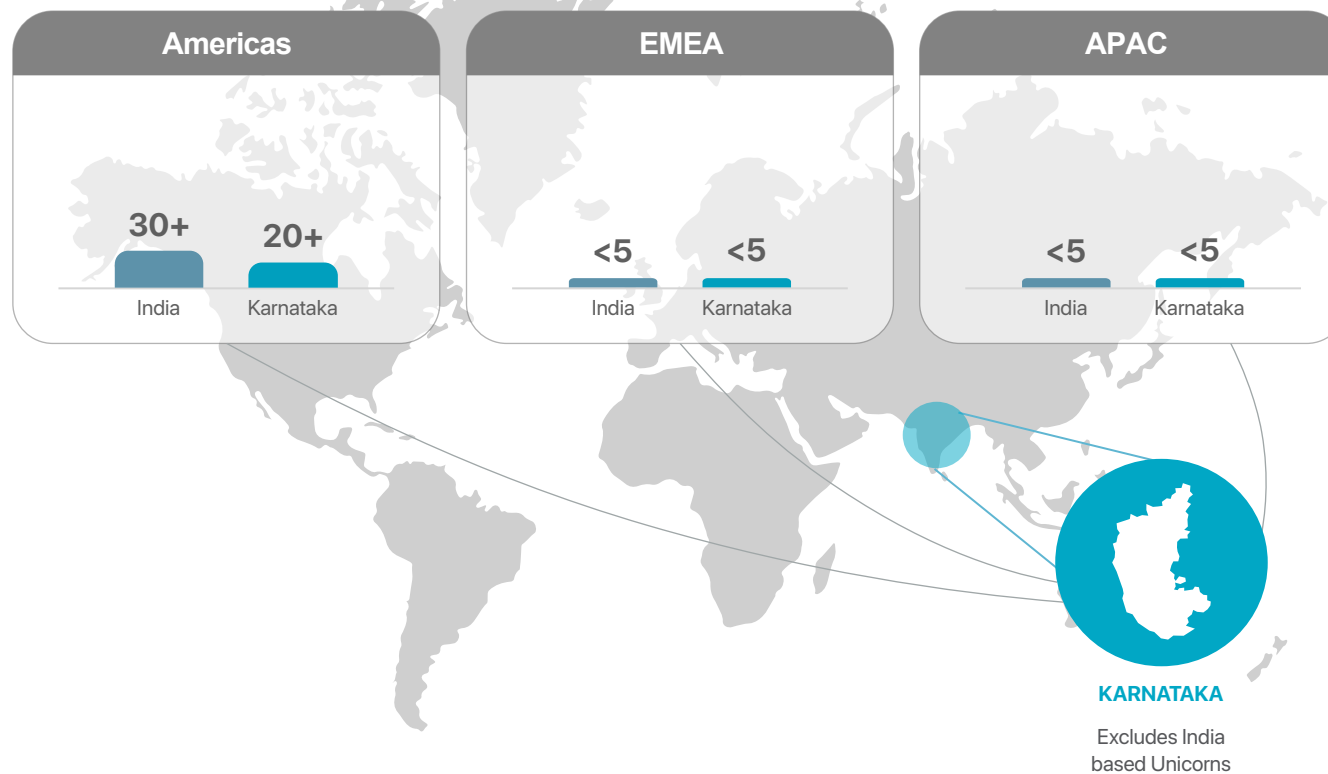
Even global unicorns are expanding their footprint in Karnataka, with 15+ unicorns establishing GCCs within the last five years

Distribution of Global Unicorns Presence in India and Karnataka, based on HQ Location (FY2024)



~68%

of Global Unicorns in India have presence in Karnataka




Key Insights

- Among the global unicorns present in Karnataka, US-based companies dominate, with the Software & Internet and BFSI verticals leading the charge
- In other regions, BFSI and Retail have a significant presence in Karnataka

Illustrative list of Global Unicorn GCCs in Karnataka

Revolut

 bloomreach

 ThoughtSpot

 Clari

greenLIGHT

traveloka 

6 key pillars have catalyzed the GCC ecosystem in Karnataka in the last few years

06 DEI AND ESG IMPACT OF US-HEADQUARTERED GCCs

- US-headquartered GCCs continue to lead city-specific DEI initiatives, with a strong focus on returnships and gender-specific hiring programs, promoting a more inclusive culture
- Approximately 30% of the top 30 US-headquartered GCCs are actively implementing measures to adopt and utilize alternative sources of energy

05 GOVERNMENT OF KARNATAKA'S POLICY IMPACT ON GCCs

- Karnataka became a pioneer in the country, by releasing the Draft Policy for GCCs, aimed at accelerating GCC growth in the state
- In addition to targeted GCC policies, the state continues to promote R&D and patent creation through a dedicated ER&D policy

04 INNOVATION IMPACT OF US-HEADQUARTERED GCCs

- GCCs, through their HQs and corporate venture capitalists, continue to predominantly invest in start-ups across Software & Internet, Healthcare, and Telecommunications verticals
- GCCs have consistently invested in start-ups across various stages, with a growing focus on Seed and Angel stages in recent years

01 MATURITY OF US-HEADQUARTERED GCCs

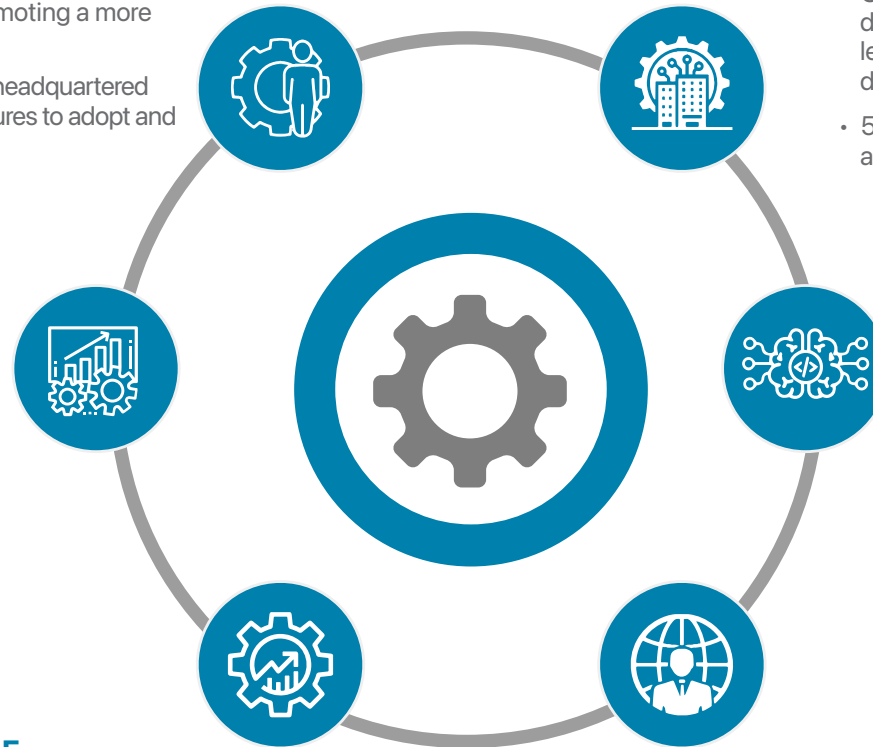
- US-headquartered GCCs in Karnataka continue to deliver end-to-end product management, and also leveraging AI to enhance customer experience and drive innovation
- 57% of organizations in the Transformation Hub boast a high concentration of Architects

02 NEXT-GEN TECHNOLOGIES DRIVEN FROM US-HEADQUARTERED GCCs

- Bengaluru holds 38% of India's overall digital talent, including AI/ML, Analytics, Cybersecurity, etc.
- Karnataka-based GCCs continue to drive significant technological advancements across various verticals, with a strong focus on adopting AI/ML, Cloud, Cybersecurity, etc., as integral components of their tech journeys

03 GLOBAL ROLES IN KARNATAKA GCCs

- The Software & Internet and Semiconductor verticals account for one-third of all Global Roles in GCCs in Karnataka
- High center maturity, a diverse workforce, and a strong senior talent pool are the key drivers behind the significant number of Global Roles based in Bengaluru

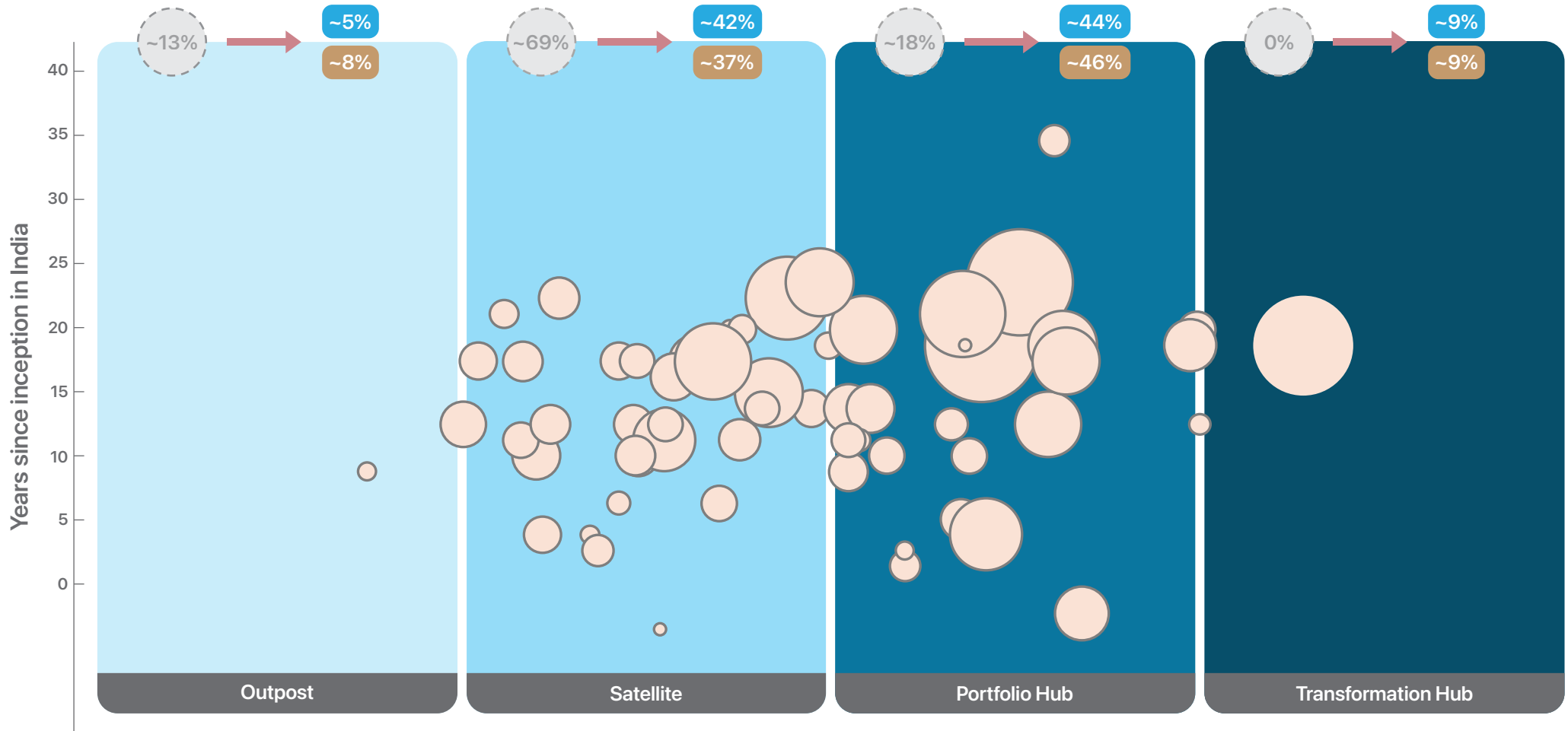


01

**MATURITY OF
US-HEADQUARTERED
GCCs**

Compared to the broader India GCC ecosystem, Karnataka's GCC landscape is more advanced, with over 55% of its GCCs in Portfolio and Transformation Hub stages

GCC Ecosystem Maturity: India GCCs vis-à-vis US-headquartered GCCs in Karnataka in FY2024



● Represents % of GCCs at the level in FY2013 ● Size of each circle denotes the size of the GCC headcount

Maturity = Fn {Strategy, Operating Model, Portfolio Ownership, Competency, Culture, Ecosystem, and Innovation }

*Bubbles are for indicative purposes only and are not exhaustive

■ India GCC % at the level in FY2024

■ Karnataka GCC % at the level in FY2024

Despite launching its first center in the post-COVID era, this Data Storage GCC has rapidly scaled by leveraging and nurturing the local engineering talent ecosystem

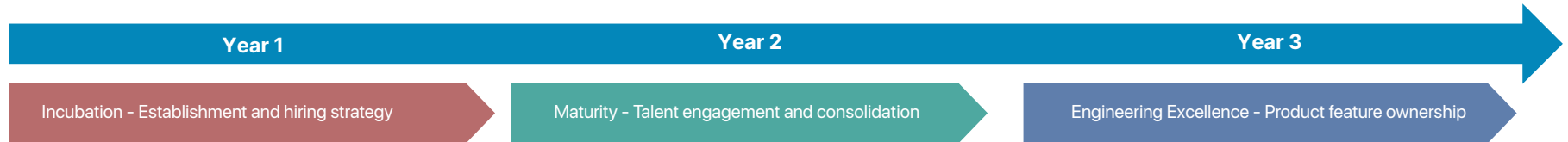


A US-headquartered Software & Data Storage GCC

Objective

Build a world-class Engineering and Product organization focusing on innovation, furthering product differentiation, feature velocity, and business growth

Growth Story



Key Themes for the Nature of Changing Engineering Work in India

Key Themes for Global Leadership Roles in India

Shift in Nature of Workloads

Transformation of Engineering workloads managed at India GCC –

- Establishing independent charters with self-sufficient teams
- Ownership and driving end-to-end product roadmaps
- Leadership in engineering, product management, and allied functions
- Building key product features for the world

Presence of Talent Pool

The GCC attracts top industry talent known for their innovation, technical expertise, and efficient project execution –

- A staggering 25K job-seeking applications in the first year of inception
- Strong/Evolving university hiring and internship program from top universities and colleges
- Offer acceptance rates of over 90%
- Attrition of under 10%

Preparing for Global Roles

This US-headquartered GCC has elaborate coaching and mentorship programs leveraging internal technical and management depth as well as external partnerships with the likes of INSEAD, Speakeasy, Wiseman group, etc

- The programs are tailored for different leadership levels, starting from Managers up to VPs
- Internal coaching and mentorship programs are designed for internal contributors (Technical and non-Technical)

Upleveling from Middle to Senior Engineering Roles

GCC invests significantly to elevate leaders to Global Roles in Engineering and Management functions –

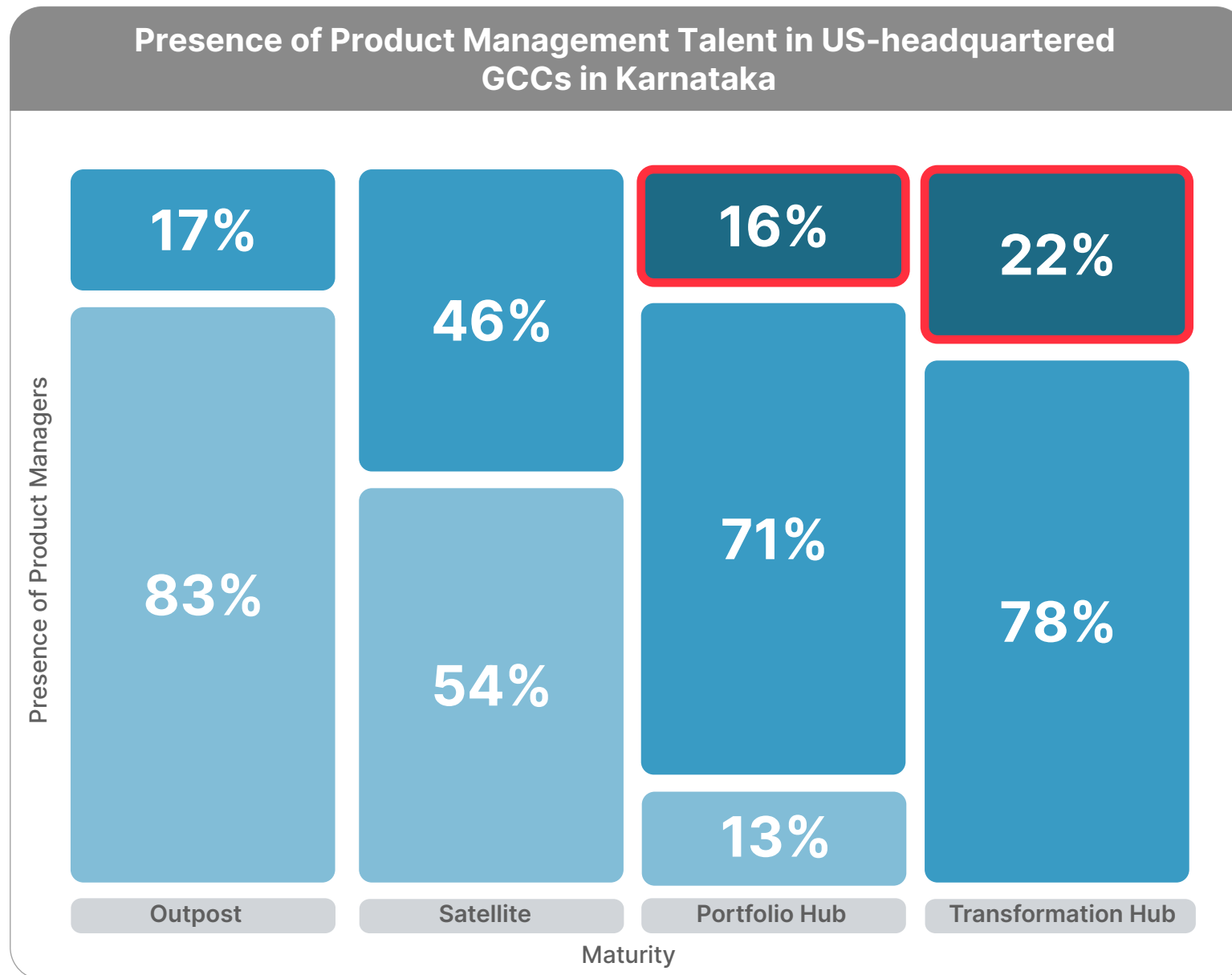
- Better-Up Coaching – a 6-month program to uplevel and enable mid-level technical architects and managers to assume Global Roles
- A global mentorship program to elevate professionals from middle to senior roles
- Multipliers training and certification program made available to mid-level roles

Global Leadership Roles

Within a couple of years of inception, the center has global Engineering leaders for 66% of its mainstream products –

- Leadership for a global product line established in Bengaluru
- Key roles for driving global product management
- Incubation of AI and ML practice for the company
- Alignment with global business strategies and goals

Product Management (PM) remains a key focus for GCCs, with companies driving end-to-end ownership across verticals



Key Insights

- GCCs in Karnataka continue to leverage the existing talent pool in Product Management, with the Software & Internet vertical leading the way in driving end-to-end ownership
- GCCs with more than two centers in Bengaluru form a significant portion of the Portfolio Hub stage, with 25% of companies in this stage exhibiting high PM intensity
- GCCs in the Satellite stage have medium PM intensity, and have all been incepted post-2003 in India

*PM Intensity = Number of Product Managers in India / Number of Product Managers globally

■ High PM Intensity* (>20%)
 ■ Med PM Intensity (5-20%)
 ■ Low PM Intensity (0-5%)

Source: Zinnov GCC Platform Research and Analysis Number of GCCs analyzed: N=175+

US-headquartered GCCs in Karnataka continue to lead end-to-end Product Management across various technologies, including Generative AI



1 A US-based global Fintech GCC

A global payments company strengthened its Product Management strategy by adopting a customer-centric approach and fostering cross-functional collaboration. This enabled the company to enhance its product offerings across diverse markets while ensuring compliance with complex regulatory requirements.

Key Initiatives and Impact –

- Led the regulatory compliance portfolio, safeguarding ~USD 500Mn in payment volume and impacting 100Mn+ users, positioning the company as a financial compliance leader across multiple regions
- Enhanced customer verification process, reducing churn by 30% through cross-functional collaboration with Policy, UX, Engineering, and Marketing teams, improving user experience and platform efficiency
- Implemented AI/ML-based customer verification, reducing user friction in onboarding and transactions, driving data-driven product decisions and improved customer satisfaction
- Developed the global product strategy, aligned stakeholders, monitored progress with KPIs, and consistently achieved year-on-year product goals
- Advanced data governance by streamlining processes, automating tasks, and driving data-backed decisions, improving efficiency across Engineering and business units

2 A US-based Software & Internet GCC

A global Cloud service provider implemented innovative Product Management strategies to enhance infrastructure performance, cost efficiency, and scalability, delivering impactful solutions in Cloud Computing, disaster recovery, and AI-driven support across diverse industries.

Key Initiatives and Impact –

- The team launched key services, achieving ~99% reliability, and introduced license optimization features, resulting in approximately USD 1Mn in annual savings, ensuring operational stability and significant cost efficiency for clients
- Advanced strategies reduced Total Cost of Ownership (TCO) by 30-40% and increased storage by ~70%, making Cloud solutions more accessible and scalable, driving client adoption and reducing costs
- AI-powered support tools reduced Time to First Response (TFR) and Mean Time to Resolution (MTTR) by approximately 35%, improving customer satisfaction and support efficiency
- The organization pioneered a hybrid Cloud solution and integrated disaster recovery systems, ensuring resilient, seamless operations for clients across industries
- The product team mentored 20+ product managers and represented the organization at industry events, driving product adoption and reinforcing its leadership in Cloud innovation

3 A US-based Software & Internet GCC

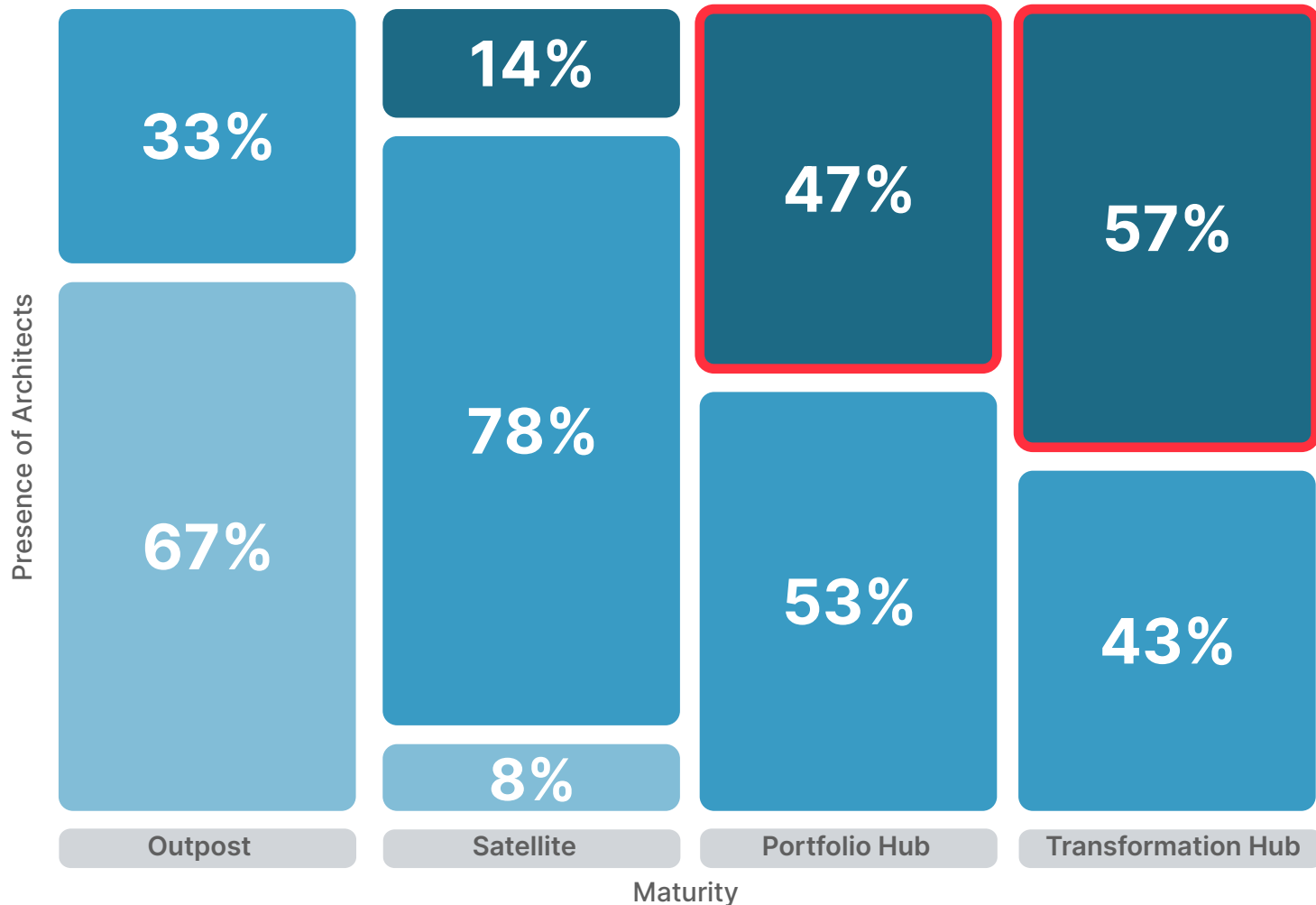
Over the last 15 years, the Product Management practices at a leading global software company have evolved significantly, particularly in its India GCC. Initially focused on Engineering, the center now plays a strategic role in global product development, with full ownership of several product areas.

Key Initiatives and Impact –

- India-based teams now take full ownership of product areas, from concept to delivery, showcasing their ability to manage key business objectives with increasing autonomy
- A collaborative structure uniting Product Management, Engineering, Design, and AI/Data teams boosts efficiency and communication, accelerating innovation and improving product development outcomes
- The PM team in India has gained expertise in key global product lines, particularly in finance and tax software, adapting product development based on global and localized market requirements
- AI is deeply embedded in product development, with product managers using AI tools to enhance customer experience. This ensures that the company remains at the forefront of technological and customer-driven innovation
- New product managers undergo a structured onboarding process supported by mentorship, focusing on customer-driven innovation and AI proficiency

Architectural talent is well-established within US-headquartered GCCs in Karnataka, with even Outpost stage organizations showcasing notable talent penetration in this area

Architectural Talent Presence in US-headquartered GCCs in Karnataka



Key Insights

- US-headquartered GCCs in Karnataka continue to rely on the state's talent pool, with over 57% of them in the Transformation hub, characterized by a high concentration of architects
- GCCs in the Portfolio Hub stage with high architect intensity are primarily from verticals like Semiconductor and Consumer Electronics, while those with medium architect intensity are from Software & Internet and Healthcare
- The Medical Devices and Electrical & Electronics verticals exhibit significant medium architect intensity across various maturity stages

*Architects intensity = Number of Architects in India / Number of Architects globally

High Architect Intensity* (>20%)

Med Architect Intensity (5-20%)

Low Architect Intensity (0-5%)

US-headquartered GCCs are leading end-to-end architectural transformation in India GCCs, delivering tailored solutions that position global HQs for success



1 A US-based BFSI GCC

A global organization transformed its contact center technology to align with business goals, improving operational efficiency, scalability, security, and ensuring regulatory compliance through focused architectural efforts.

Key Initiatives and Impact –

- The team collaborated with enterprise architects to develop a scalable, secure, and high-performance platform tailored to industry and regional needs, ensuring long-term adaptability and alignment with best practices
- A robust Continuous Integration/Continuous Deployment process with delta deployments and feature flagging increased deployment speed, boosted productivity by ~10%, reduced overheads by ~15%, and saved over 5% on the overall budget
- Developed deployment, test, and disaster recovery strategies, reducing downtime during outages and ensuring zero compliance breaches, enhancing the platform's resilience and business continuity
- Established an Architecture & Design Review Board, improving team collaboration, resolving technical conflicts, and speeding up implementation by 10%, ensuring timely delivery of solutions
- Led engineering talent development, providing coaching and managing financial resources effectively, contributing to both technical success and cost reduction through strategic budgeting and forecasting

2 A US-based Software & Internet GCC

A global digital solutions provider has driven client success by delivering tailored solution architectures and digital transformation strategies, leveraging advanced Cloud products to enhance business performance and achieve marketing objectives effectively.

Key Initiatives and Impact –

- The team crafted tailored solution architectures aligned with client objectives, conducting technical discovery sessions and developing proposals to support business transformation through customized digital strategies
- The team demonstrated platform capabilities, supported product scoping, and created go-to-market artifacts, showcasing how the solutions drive business value and support client objectives
- Led pre-sales efforts by conducting product demos and architectural discussions, supporting sales, and building strong customer relationships across multiple regions to drive product implementation and business growth
- Mentored and expanded the team by onboarding new members, collaborating on internal training programs, and increasing overall team expertise in delivering digital solutions
- Designed and managed custom learning programs for enterprise clients, developing role-based learning plans, skills assessments, and success metrics to ensure alignment with business goals

3 A US-based Semiconductor GCC

A leading technology company has driven major advancements in industrial IoT and consumer device architecture by focusing on innovation, thermal performance, and manufacturing optimization, significantly improving product efficiency, scalability, and usability across various industries.

Key Initiatives and Impact –

- The team designed a patented hinge to improve thermal performance by ~30%, optimizing heat dissipation and enhancing efficiency in passive devices
- Developed a robust IoT asset management solution, integrating real-time monitoring and Cloud-to-device scalability for enhanced supply chain visibility
- Pioneered innovative hinge designs for laptops and convertibles, improving airflow by ~20% and reducing system height, driving the launch of foldable products in the market
- Introduced cost-saving techniques, reducing Vapor Chamber costs by ~40% and optimizing manufacturing processes, improving production yields from ~60% to ~90%, significantly lowering costs
- Architected edge analytics solutions with Machine Learning, enabling real-time pattern recognition and decision-making in IOT applications for supply chain and asset management

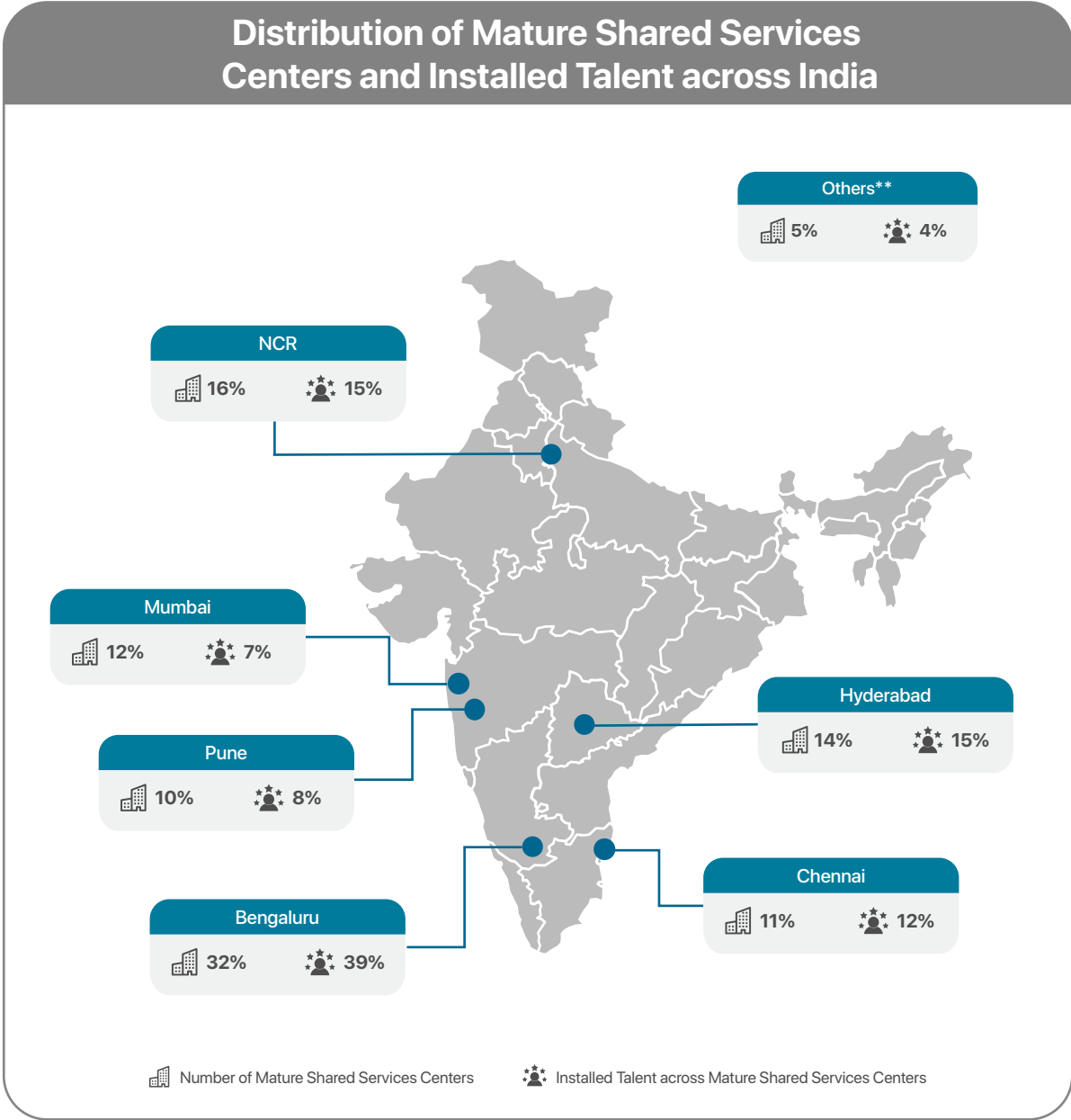
Bengaluru not only leads in GCC setups, but also ranks as the top destination with the highest number of mature Shared Services Centers and installed talent

1700+
GCCs Present in India

960+
GCCs with Functional Shared Services Model

180+
GCCs with Mature Shared Services Model / GBS* Construct

540K+
Installed Talent across Mature Shared Services Model / GBS* Construct

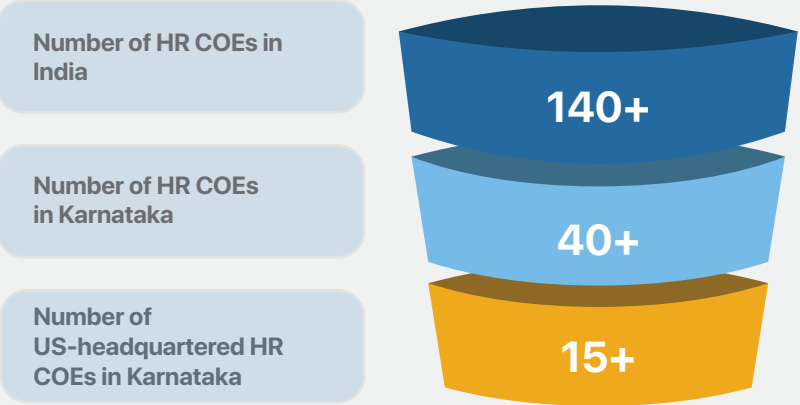


*GBS is a unique construct in which multiple Shared Services functions are co-located in the same entity with the aim of delivering high value outcomes for the parent organization. The GBS extensively leverages data, automation, and technology as key enablers to deliver high value for their global counterparts.

India continues to be a global hub for HR and Finance Shared Services, while also hosting specialized COEs that drive enhanced operational maturity and efficiency



Overview of HR COE Landscape in India and Karnataka



Workforce Administration & Leave Management and Compensation, Labor & Benefits



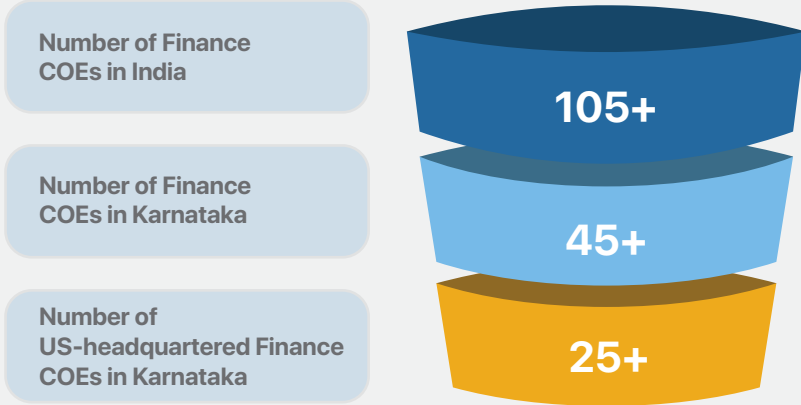
Recruiting & Staffing and Learning, Training & Performance



Global Mobility and Strategy & Governance



Overview of Finance COE Landscape in India and Karnataka



Procure-to-Pay and Order-to-Cash



General Accounting and Closing & Reporting



Financial Planning & Analysis and Risk & Compliance



02

NEXT-GEN TECHNOLOGIES DRIVEN FROM US-HEADQUARTERED GCCs

US-headquartered GCCs in Karnataka are actively exploring new use cases in next-gen technologies across various verticals, with a strong focus on pioneering advancements in AI and Cloud


US-headquartered GCC Analysis – By Technology and Vertical

Vertical	AI/ML and Data Science	Cloud Computing	Blockchain	Cyber-security	HIA/IA/RPA
Software & Internet	35% and above	35% and above	6%-35%	35% and above	6%-35%
BFSI	35% and above	35% and above	6%-35%	35% and above	6%-35%
Telecom & Networking	35% and above	35% and above	6%-35%	35% and above	6%-35%
Semiconductor	35% and above	35% and above	6%-35%	35% and above	6%-35%
Electrical & Electronics	6%-35%	6%-35%	<5%	35% and above	<5%
Industrial	6%-35%	6%-35%	<5%	6%-35%	<5%
Retail	35% and above	35% and above	6%-35%	35% and above	6%-35%

Digital Technology Capabilities in GCCs ■ <5% ■ 6%-35% ■ 35% and above


Analysis based on N = 580+ companies, US-headquartered GCCs with more than a headcount of 30 in each Digital Technology in Karnataka

Illustrative Examples of Technologies leveraged by GCCs




AI/ML and Data Science

A New York-based GCC has developed a secure interface for internal teams to access conversational large language models (LLMs), enabling compelling content generation for campaigns, social media, and various other use cases




Cloud Computing

A California-based Semiconductor GCC is developing a Smart Video Surveillance (Vsaas) solution featuring edge analytics, live video streaming, and video-on-demand capabilities from edge storage, enhancing real-time security monitoring and data management




Blockchain

A North Carolina-based GCC is leveraging a Blockchain-based system to enhance product traceability and ensure transparency across diverse ecosystems, improving supply chain accountability and visibility



Cybersecurity

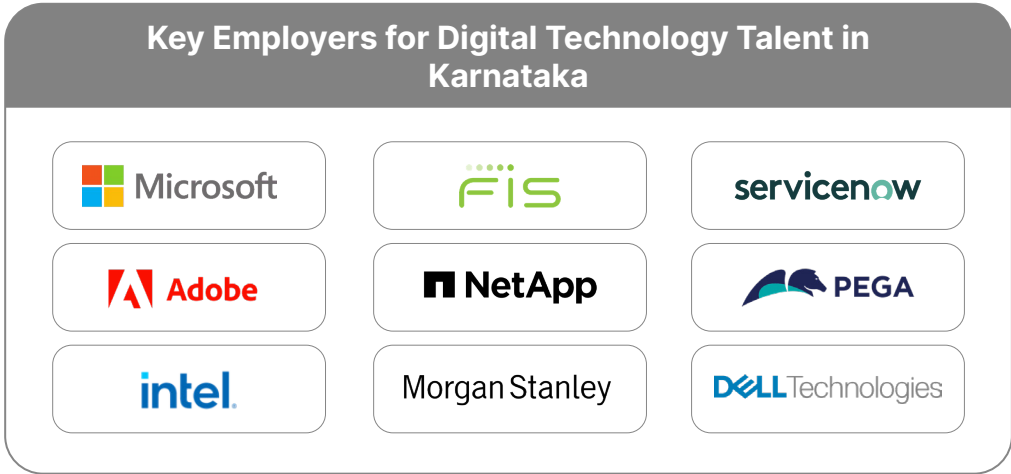
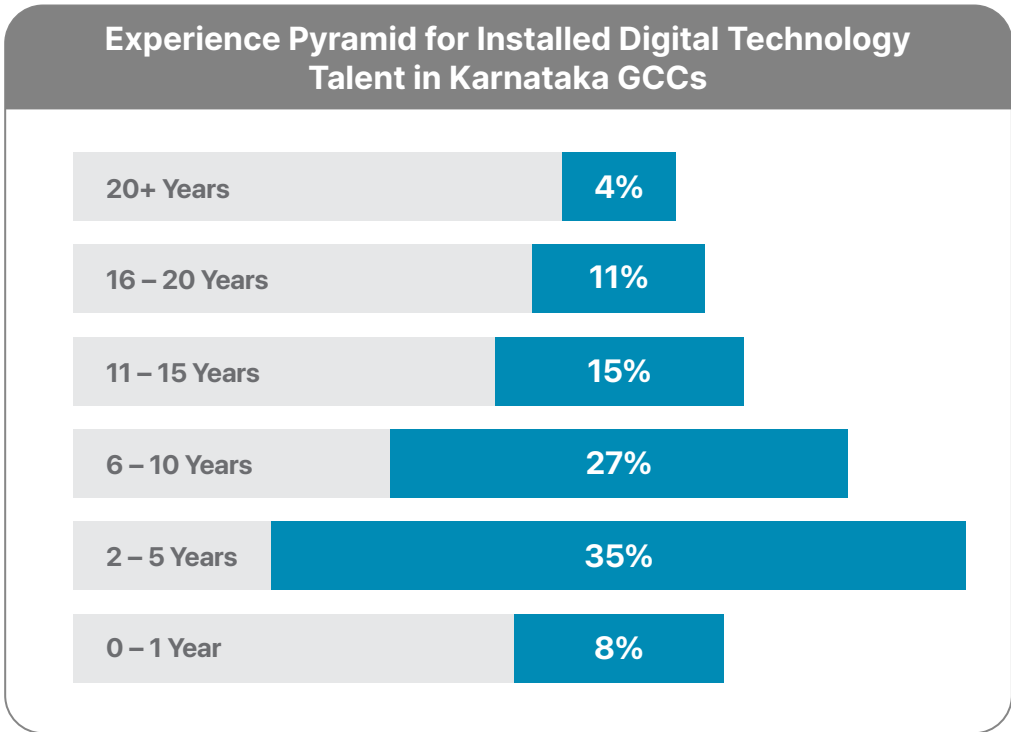
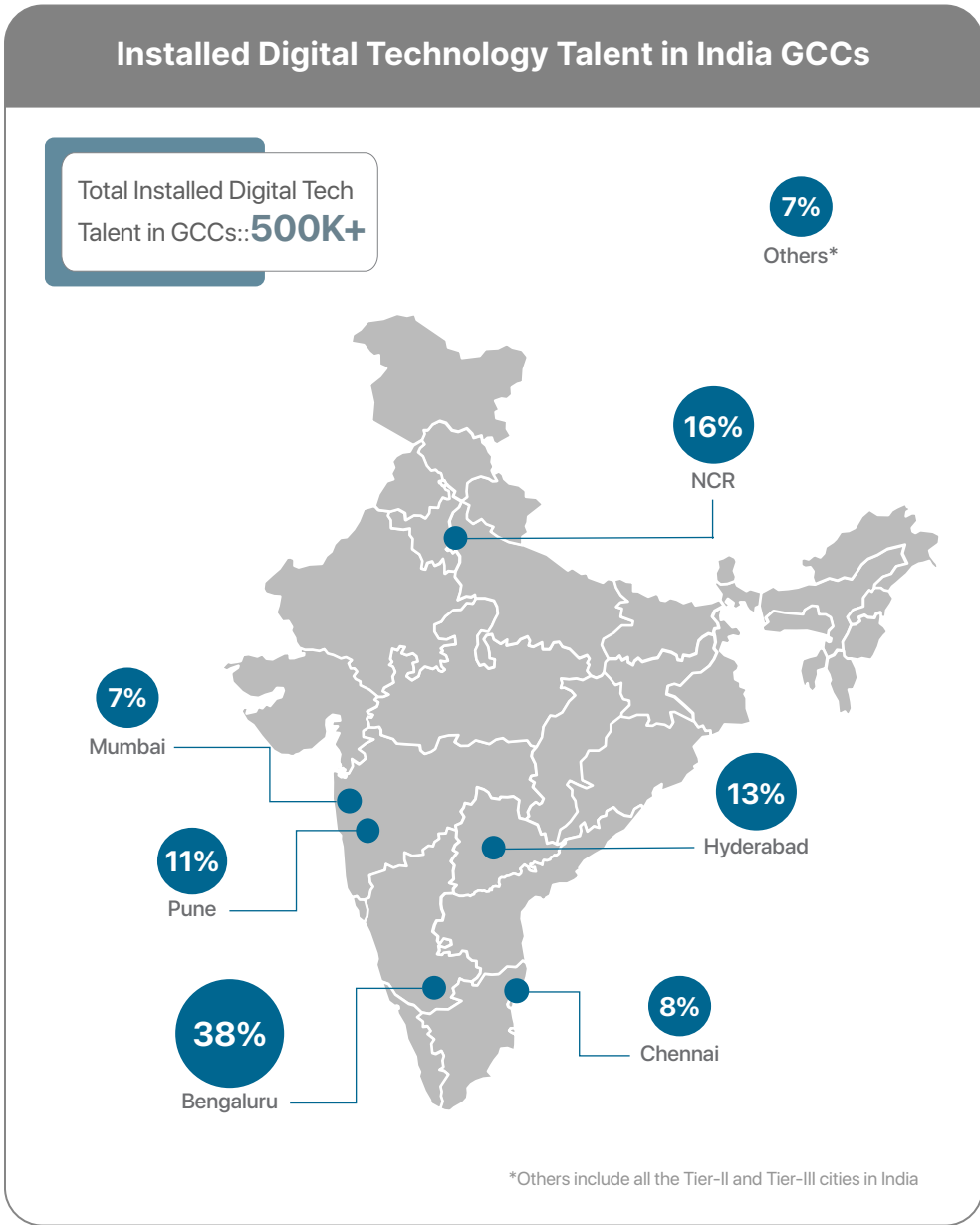
A recently inaugurated Bengaluru GCC, headquartered in Minnesota, is accelerating the development of advanced Machine Learning models and AI-driven Cybersecurity detection systems, with a focus on supporting future product innovation and development



HIA/IA/RPA

A 30-year-old GCC has developed an automated system that enables inbound and outbound aircrafts to independently monitor runways and approach/landing airways, ensuring safer taxiing and take-offs

Bengaluru accounts for a significant share of digital technology talent in GCCs, with nearly one-third comprising professionals with 6 to 10 years of experience



US-headquartered GCCs in Karnataka continue to emphasize key technical skills to drive transformation and innovation



Software & Internet

In the Software & Internet vertical, there is high demand for skills like Java, Python, and SQL, while fundamental skills such as Software Development, Linux, and Kubernetes continue to be crucial

BFSI

In the BFSI vertical, Python and SQL are key, along with important visualization tools like Tableau and Power BI, while Risk Management and Project Management serve as crucial foundational skills

Telecom & Networking

The Telecom & Networking vertical continues to place significant emphasis on Python and Linux, along with other crucial skills like Java and Software Development with additional emphasis on technical certification

Semiconductor

Karnataka's burgeoning Semiconductor vertical places strong emphasis on Python and debugging, along with key skills like Verilog and SystemVerilog

Karnataka is increasingly leveraged as a testing ground for GCCs to drive emerging and niche roles

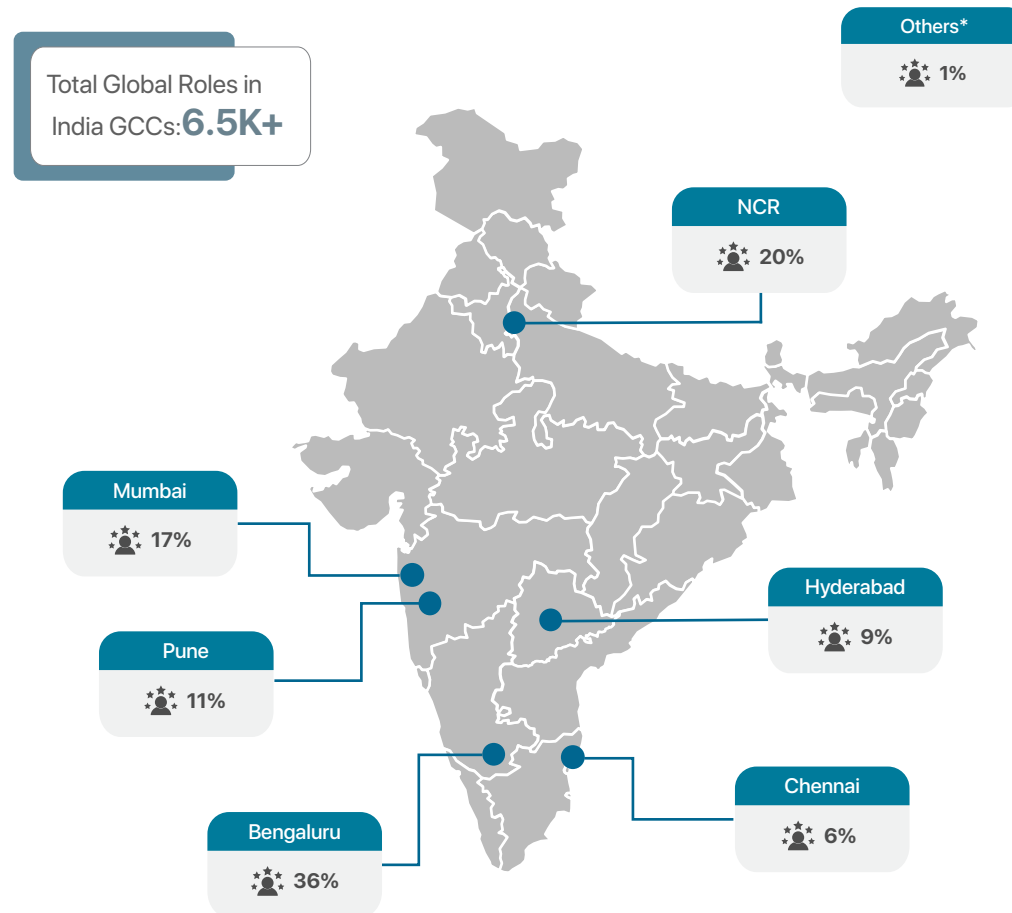
Software & Internet	BFSI	Telecom and Networking	Semiconductor	Electrical and Electronics					
AI Research Engineer	Decision Science Engineer	5G NR Protocol Stack Developer	Silicon Design Engineer AECG ASIC Physical Design	Embedded AI Engineer					
Applied AI/ML Scientist	AI Security Engineer	5G Product Engineer	Deep Learning Engineer for Camera-LiDAR-based Multimodal Perception	Silicon Engineer					
Global Chief Technologist	Quant Research Engineer	Vehicle Antenna System Design Engineer	XR Systems Technology Architect	WLAN Digital Validation Engineer					
Privacy Data Engineer	Head of Generative AI Intelligence Group	Signal Integrity Engineer	Silicon Validation Engineer	Identity and Access Management Engineer					
Conversational AI Engineer	Qualitative Analytics Specialist	Senior Packaging Engineer	Linux Networking Audio Lead	WLAN Post Silicon Validation and Verification Engineer					
Generative AI Solution Architect	Vice President of Artificial Intelligence Control	Advanced Services Engineer	ESD Product Specialist	Distinguished Engineer					

03

GLOBAL ROLES IN KARNATAKA GCCs

Bengaluru continues to set the benchmark for global leadership, with over one-third of Global Roles housed in India's very own Silicon Valley

Distribution of Global Roles across Tier-I and Tier-II cities

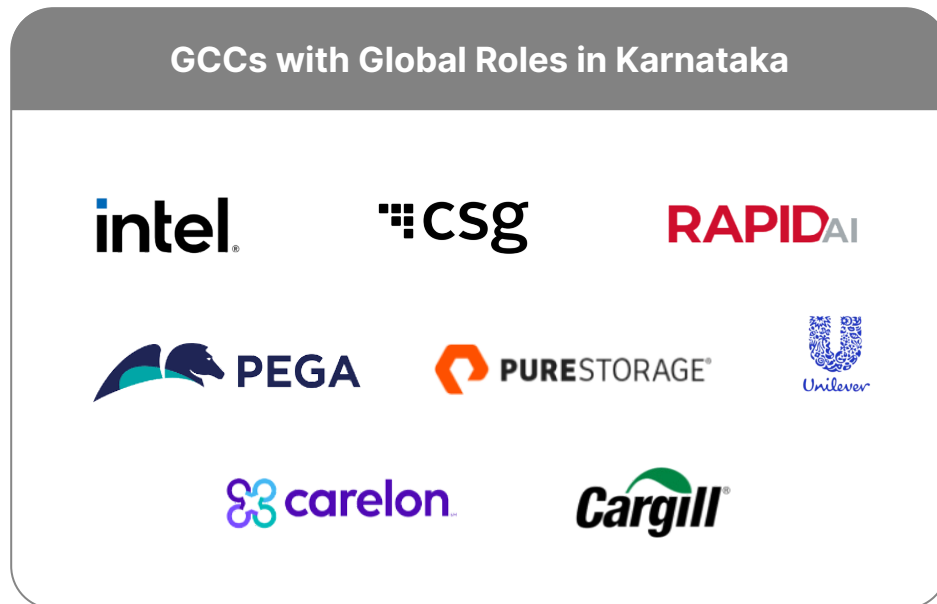
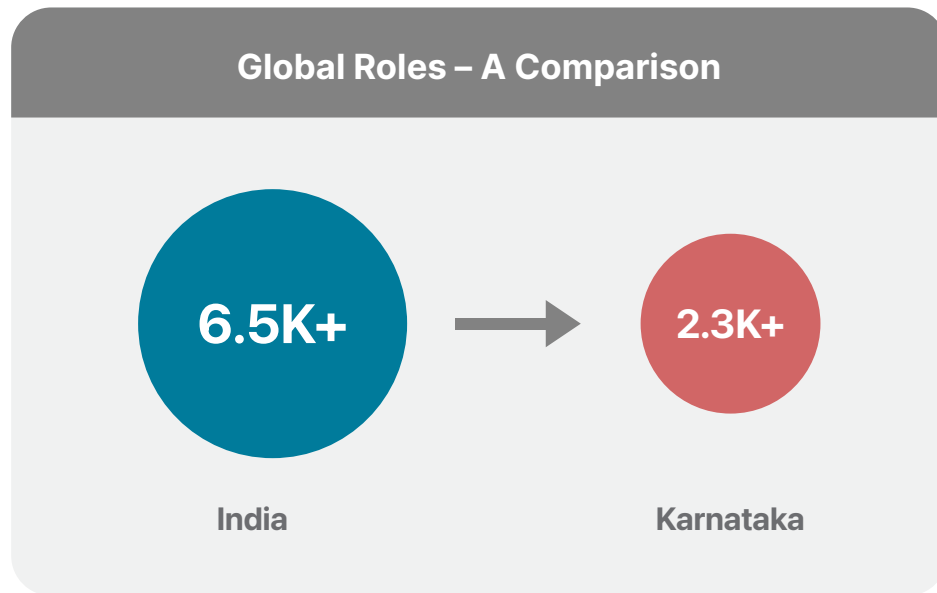


*Others include all the Tier-II cities such as Ahmedabad, Chandigarh, Mysuru, etc.

Key Insights

- While cities like Hyderabad and Pune aim to outpace Bengaluru in GCC setups, Bengaluru—renowned for its innovation—continues to hold a decisive edge in Global Roles and leadership positions
- A significant number of Global Roles housed in Bengaluru are in Shared Services and Engineering functions, which together account for an impressive 42.3% of the city's total Global Roles
- Software & Internet and Semiconductor verticals together account for over one-third of all Global Roles in the state
- Despite the recent growth in Karnataka's Tier-II cities, they have yet to see significant expansion in Global Roles
- GCCs across various verticals are increasingly establishing their ER&D and IT presence in Tier-II cities in the state

Global Roles in India are estimated to reach 30,000 by 2030, with Bengaluru continuing to lead as the undisputed hub for these roles



Niladri Ray
VP, Engineering & Country Head for India, Flexera



Shalini Sankarshana
Managing Director, Planview



Anita Vijayakrishnan
VP R&D and India Leader Honeywell Technology Solutions



Satish Guttikonda
Senior Director - DMO Global Operations NVIDIA



Rajib Saha
Global Head of Digital Transformation and IT - Group Sourcing & Procurement Ericsson



Rajiv Dwivedi
Executive Director (Global Operations) Lam Research



Senthil Indiran
Global Head & VP - Oracle Consulting, Supply Chain, GSC Oracle



Jophy Varghese
APAC Head - SI & Country Manager - India Enterprise Verizon



Krithi Marla
Regional Talent Acquisition Leader APJC -Artificial General Intelligence Amazon



HIGH CENTER MATURITY

GCCs based in Bengaluru/Karnataka, with multiple units across the country, demonstrate significant maturity by driving complex workloads and innovation. This maturity is at par with the national average; 46% in the Portfolio Hub and 9% in the Transformation Hub in Karnataka, compared to the national average of 44% and 9% respectively



PRESENCE OF SENIOR LEVEL TALENT POOL

While the city undeniably boasts a vibrant talent pool across various verticals, it is the presence of skilled professionals at every level of the talent pyramid across GCCs and the partner ecosystem (with more than 25% of the talent at senior-level), that has enabled Bengaluru to secure the lion's share of Global Roles



PRESENCE OF DIGITAL-NATIVE TALENT

This vibrant, culturally diverse city thrives with a digitally native talent pool of over 500K professionals, equipped with niche skills and seamlessly driving innovation programs, reinforcing its leadership in Global Roles



DIVERSE WORKFORCE

Bengaluru is renowned for its diversity, not only in skills but also in gender representation, providing GCCs ample opportunity to advance DEI efforts at the leadership level, which in turn helps build more Global Roles



STRATEGIC LOCATION BENEFITS

Bengaluru's strategic position within the Asia-Pacific and EMEA regions, combined with its understanding of US and European enterprises, provides a geographical edge in managing global operations and ensuring seamless coordination across time zones

Global Leadership Programs continue to be a focal point in India GCCs, fostering the development of a strong leadership pipeline

Women in Tech Leadership Program



Women's Leadership Building Program

- **Women's Initiative to Lead and Learn (W.I.L.L.):** A 4-6-month program focused on empowering women through coaching, workshops, and webinars. It addresses leadership challenges, fostering authentic leadership and career growth
- **Tech Women @ Intuit:** Aims to enhance leadership skills and increase internal mobility and promotions for women in tech
- **Returnship Program:** The Intuit Again initiative offers a 6-month returnship, helping women re-enter the workforce, refine their skills, and build confidence in tech roles
- **Diversity and Representation Goals:** Intuit aims for a 37% female representation in global tech roles by FY 2024, fostering a diverse and inclusive workplace

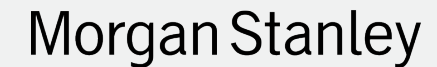
Edison Engineering Development Program



Edison Engineering Development Program

- **Structured Learning Path:** A two- to three-year rotational program focusing on technical skill development in engineering disciplines
- **Hands-On Experience:** Participants work on real-world aviation projects, gaining practical engineering experience
- **Global Exposure:** The program offers opportunities to collaborate with diverse global teams in GE
- **Mentorship and Leadership:** Strong mentorship helps participants develop leadership skills while navigating their career path
- **Innovation Focus:** Encourages innovation and problem-solving, empowering engineers to contribute to cutting-edge aviation technology

Women's Leadership Program



Women's Leadership Programs (Career Development)

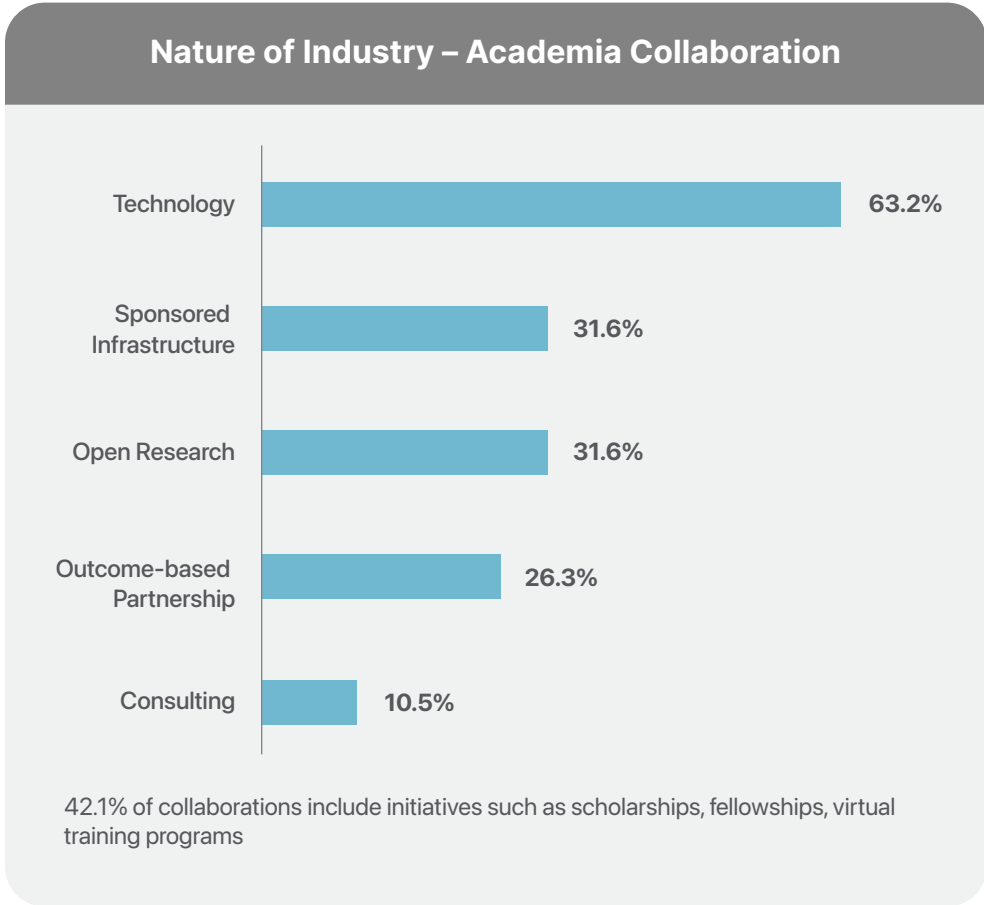
- **Leadership Development:** Programs for women at various career stages (VP, ED, MD) to enhance leadership, resilience, and cross-divisional collaboration
- **Mentorship and Networking:** Senior women executives gain opportunities for mentorship and networking, building strong relationships across the firm
- **Strategic Career Progression:** Practical guidance on leadership presence, managing responsibilities, and advancing business growth
- **Diversity and Inclusion Focus:** Programs emphasize diversity, supporting women leaders to excel in their roles and increase representation at senior levels

04

**INNOVATION IMPACT OF
US-HEADQUARTERED
GCCs**

US-headquartered GCCs continue to strengthen academia through strategic collaborations and initiatives, fostering talent development and scaling skills

~40% of the top 50 US-headquartered GCCs have formal collaborations or MoUs with colleges in the state



Case Snippet - 1

IBM partnered with the IISc to establish an Innovation Lab focused on advancing Hybrid Cloud research

Focuses on areas such as –

- AI-driven computing systems for self-healing, issue prediction, and Cloud-native optimization, enhancing agility and cost efficiency
- AI-based data management and language analysis to enable insights, automation, and innovation across diverse computing environments

Case Snippet - 2

Walmart Global Tech (WGT) has collaborated with IISc to launch the Walmart Center for Tech Excellence

Focuses on areas such as –

- Advanced research in Artificial Intelligence / Machine Learning, Computer Systems, and Theoretical Computer Science
- Nurturing talent through fellowships, mentorship, and collaborations with international universities to support emerging researchers

Case Snippet - 3

Siemens PLM Software has signed a Memorandum of Understanding (MoU) with Government Tool Room and Training Center (Government of Karnataka) to establish Centers of Excellence across Karnataka

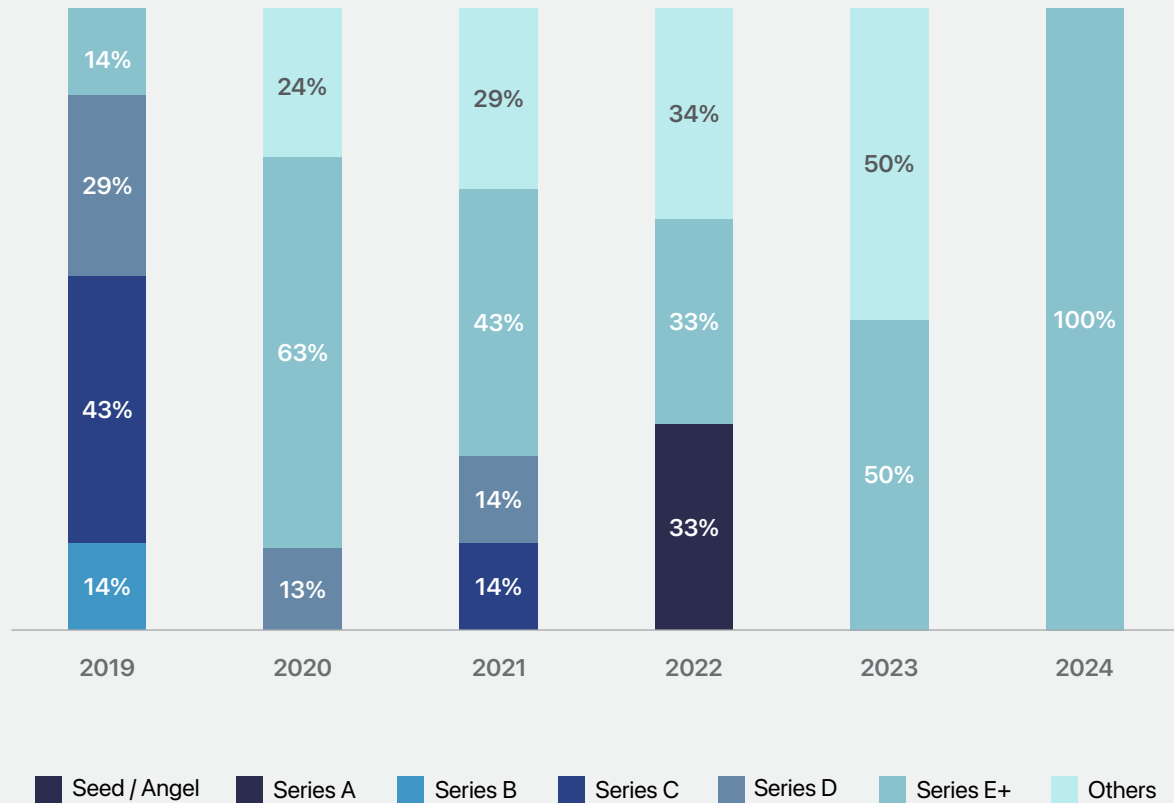
Focuses on areas such as –

- Skilling students with industry-relevant knowledge and future-ready technologies like Automation, IoT, and digitalization
- Integrating virtual simulations with real-world product development and manufacturing, fostering Karnataka's industrial development

GCCs, alongside their headquarters, are actively contributing to the start-up ecosystem, participating in equity investments that have reached a staggering USD 8.7 Bn



Deal Share by Stage



Note: The period of consideration for these investments is from 1st March 2014 to 31st March 2024

Key Insights

- The year 2021 was a standout for start-up funding, with global HQs making significant investments in India, and the average deal size reaching approximately USD 730Mn
- GCCs with global headquarters have demonstrated significant interest in Seed and Angel investments, reflecting strong confidence in the Indian start-up ecosystem
- In the past two years, deal activity has remained limited, with just 5+ deals executed due to constrained dry powder availability and challenging macro-economic conditions

Prominent Corporate VCs

Morgan Stanley

Goldman Sachs

M12
MICROSOFT'S VENTURE FUND

Google

Logos are illustrative

Global companies have shown a strong preference for investing in the Software & Internet vertical, followed closely by Mobile & Telecommunications and Healthcare



Deal Share by Industry



Color determined by intensity funding (USD Mn) of sector, size determined by number of deals.

Low High

Note: The period of consideration for these investments is from 1st March 2014 to 31st March 2024

Key Insights

- The average deal size by GCCs has been in a decline over the last two years, with 2021 standing out as the best year, where the average deal size reached a staggering USD 732 Mn
- Software & Internet start-ups have received the most significant funding from GCCs, followed by Healthcare and Telecommunications, collectively accounting for 95% of the deals invested in the Indian ecosystem
- The top-funded start-ups include prominent names like Sharechat, Swiggy, InMobi, etc.

Major Funders



Logos are illustrative

05

**GOVERNMENT OF KARNATAKA'S
POLICY IMPACT ON GCCs**

The Government of Karnataka reinforces its commitment with policies tailored for GCCs and beyond, offering substantial incentives to attract and support these centers



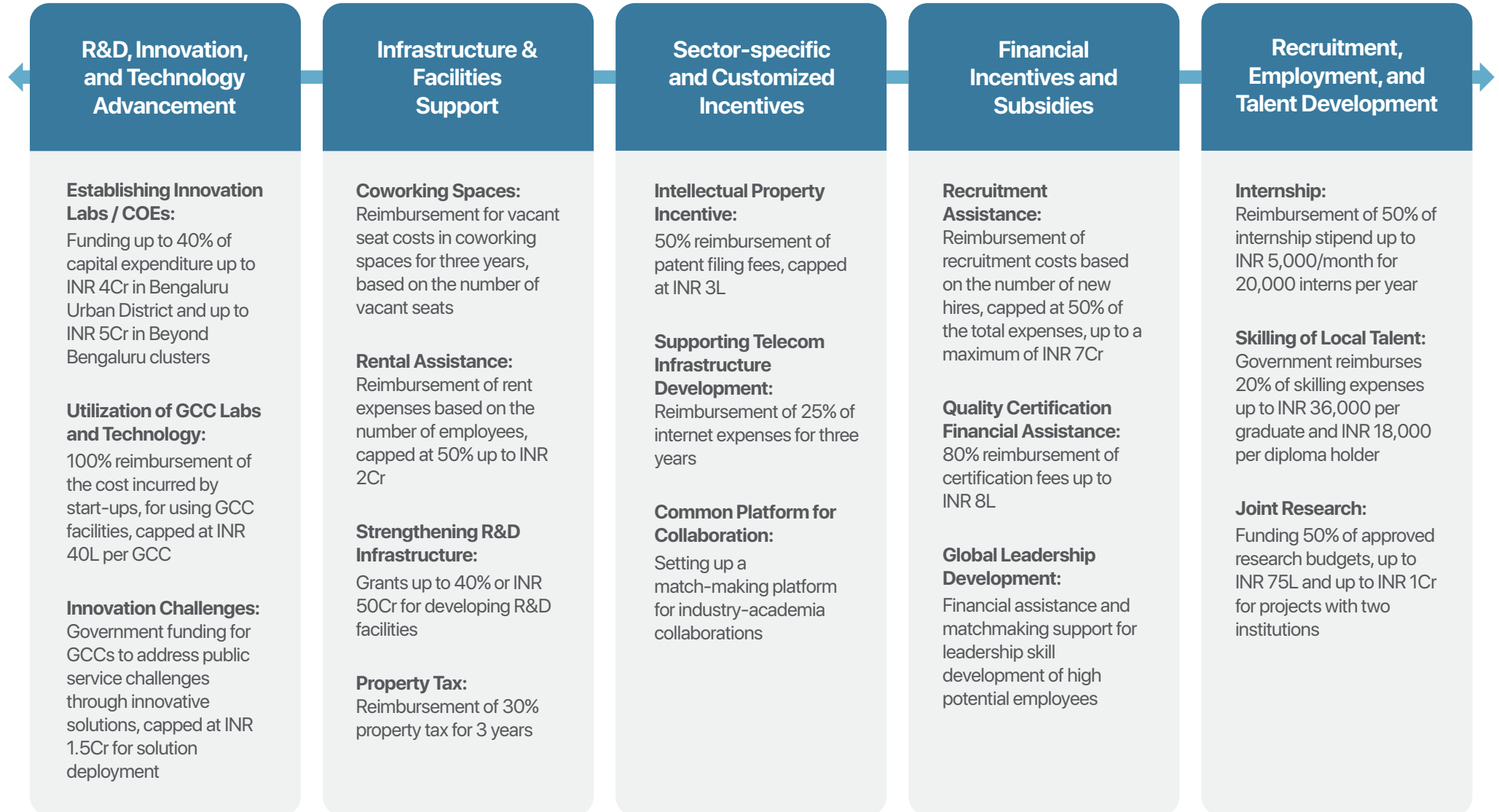
Government of Karnataka policies that are positively impacting GCC contribution

	R&D, Innovation, and Technology Advancement	Infrastructure & Facilities Support	Sector-specific and Customized Incentives	Financial Incentives and Subsidies	Recruitment, Employment, and Talent Development
Karnataka Global Capability Center (GCC) Policy 2024-2029*	✓	✓	✓	✓	✓
Engineering Research & Development (ER&D) Policy 2021-2026	✓	✓	✓	✓	✓
Information Technology Policy 2020-2025	✓	✓	✓	✓	✓
Special Incentives Scheme for Electronics System Design & Manufacturing (ESDM) Sector 2020-2025	✓	✓	✓	✓	✓

The Government of Karnataka recently introduced India's first-ever policy specifically designed for GCCs, setting a pioneering benchmark for the rest of the country

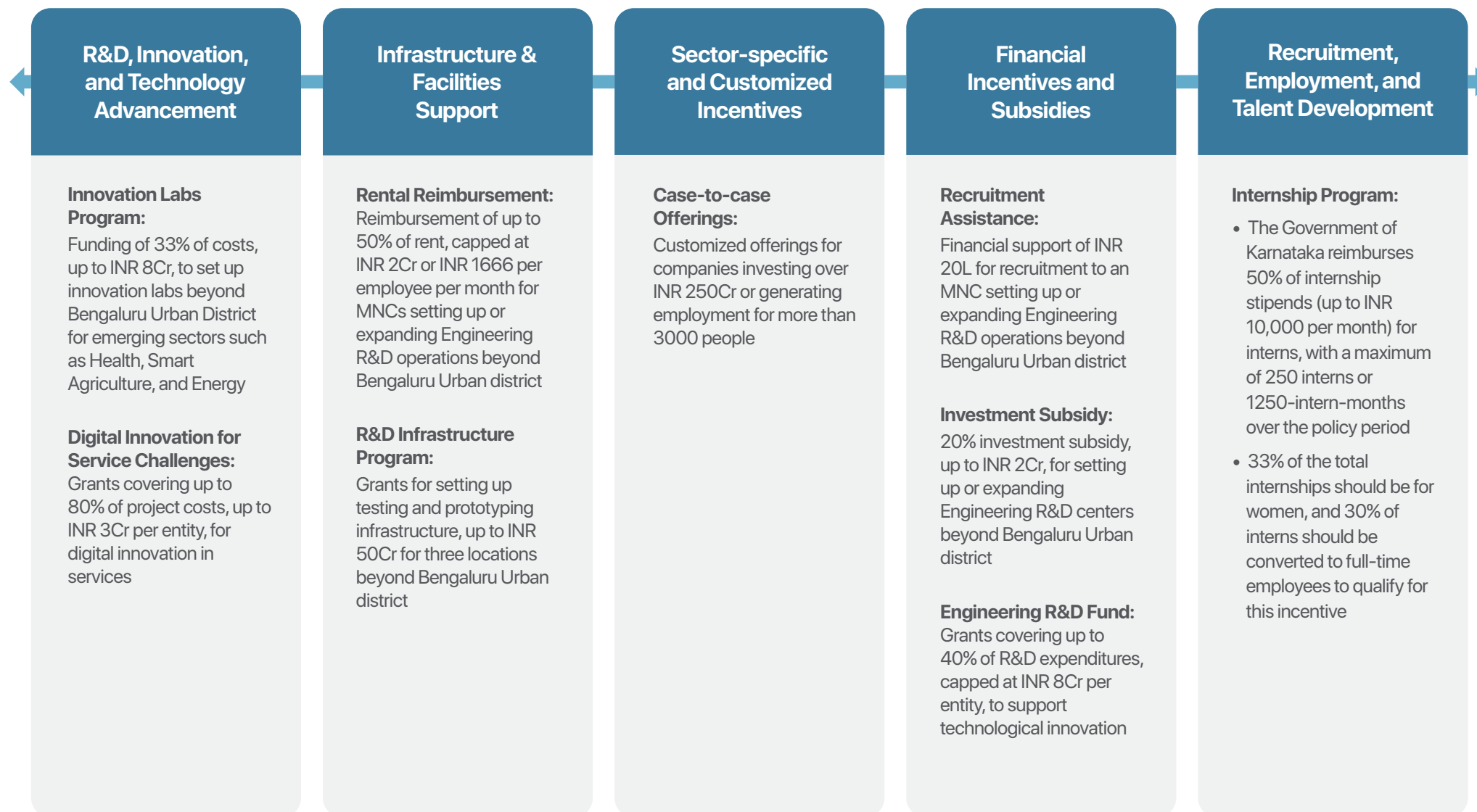


Karnataka Global Capability Center (GCC) Policy 2024-2029



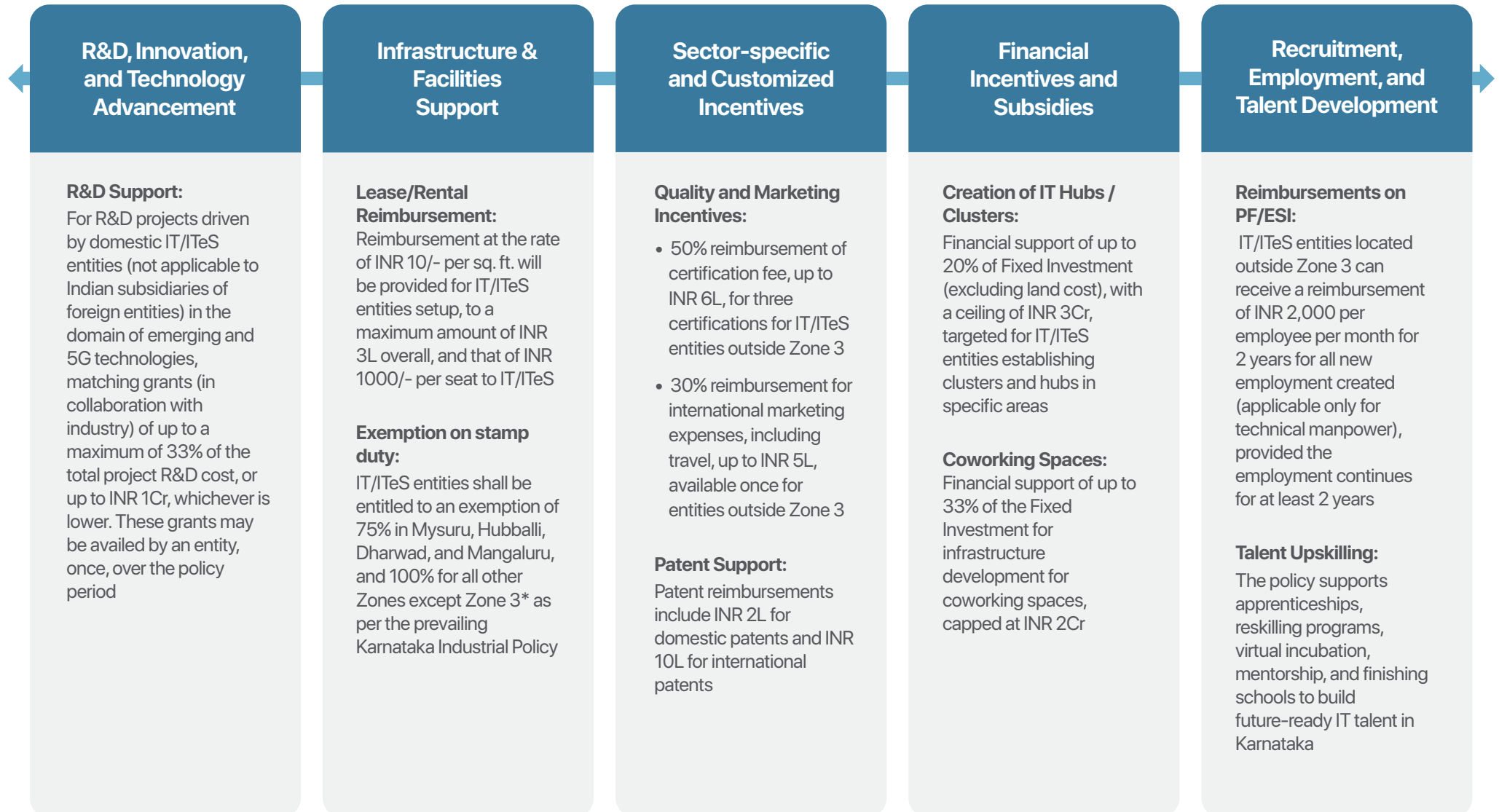
Government of Karnataka's ER&D policy aims to provide significant benefits to MNCs by encouraging them to establish R&D centers beyond Bengaluru, offering investment subsidies and funding support

Engineering Research & Development (ER&D) Policy 2021-2026



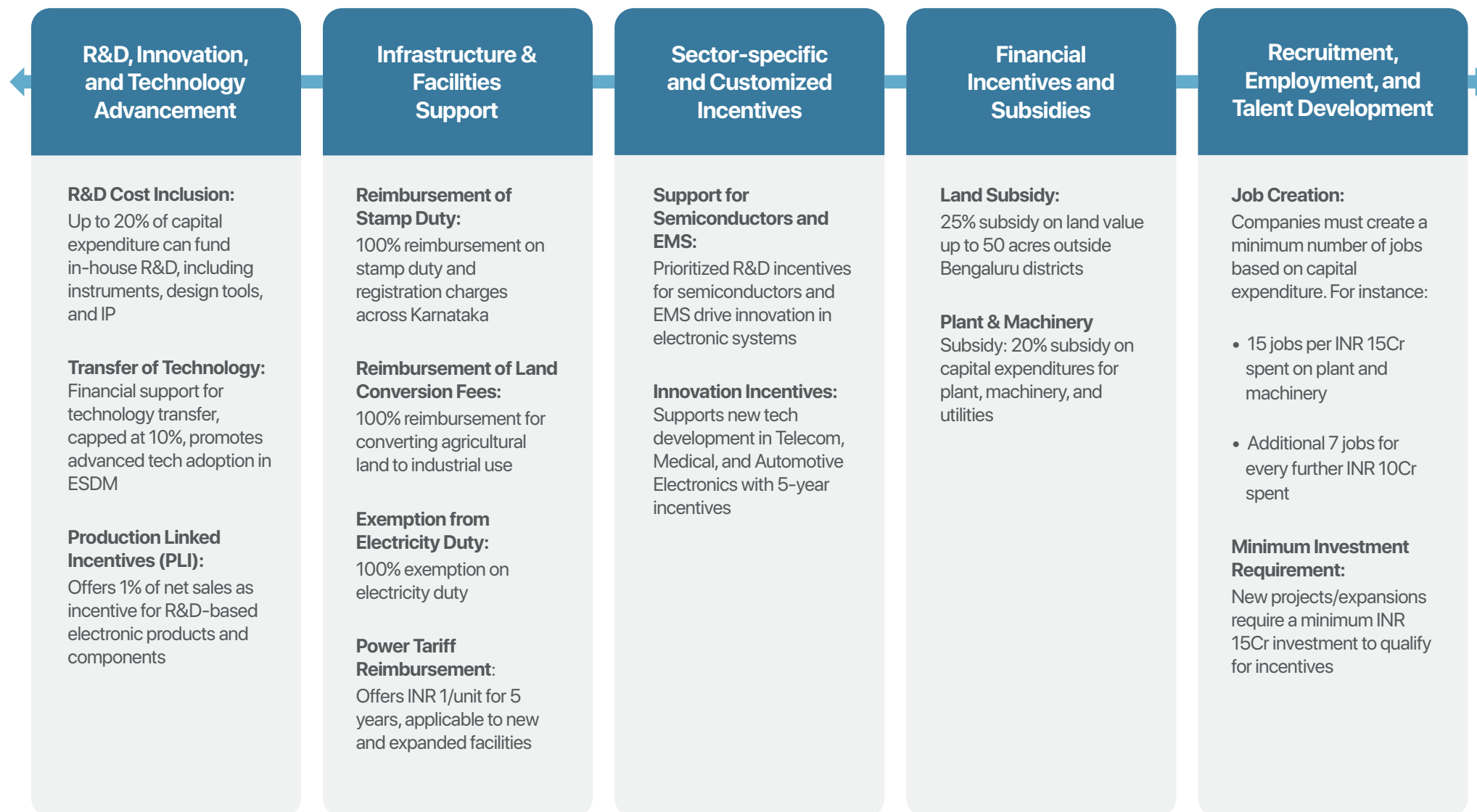
The Information Technology Policy has enabled the creation of tech clusters while also encouraging patent development

Information Technology Policy 2020-2025



With ESDM taking center stage in India, the Government of Karnataka is playing a key role by offering R&D incentives, boosting job creation, and supporting infrastructure development

Special Incentives Scheme for Electronics System Design & Manufacturing (ESDM) Sector 2020-2025



06

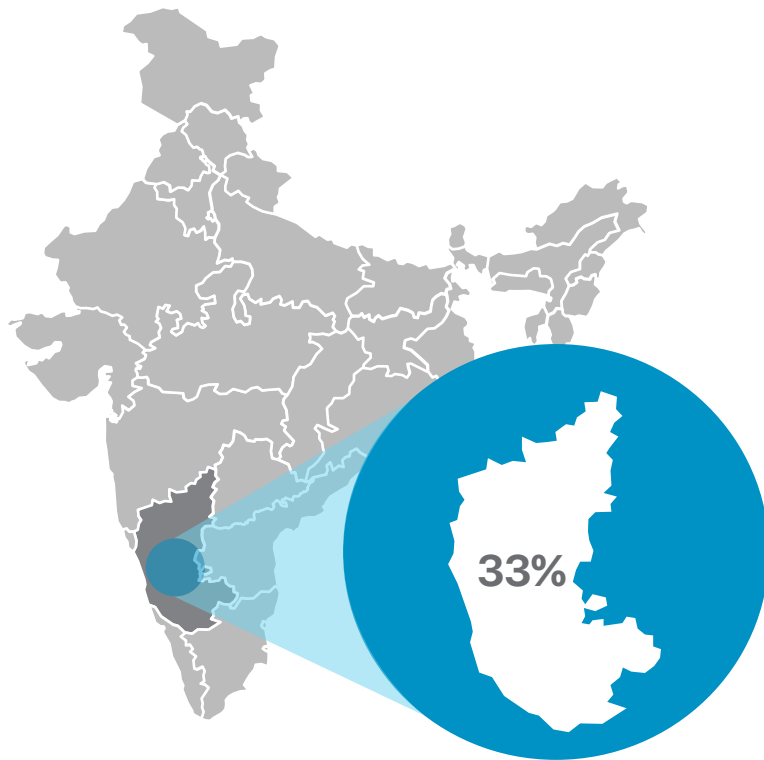
DEI AND ESG IMPACT OF US-HEADQUARTERED GCCs

CSR initiatives have been a mainstay of US-headquartered GCCs in India, including fellowships, community engagement, infrastructure support and more

CSR Expenditure by US-headquartered GCCs in Karnataka

~80%

Average Y-o-Y Growth in CSR expenditure by US-headquartered GCCs in India



To be read as 33% of the overall CSR expenditure by US-based GCCs are spent in Karnataka

Case Snippet - 1



Early Education Support: Wells Fargo has improved early childhood education to enhance learning outcomes for 1.9L children by supporting 1,900 Anganwadi workers in Chikaballapur, through partnerships

STEM and Digital Learning: Wells Fargo has empowered 23,000 primary students in Bengaluru through STEM education, digital literacy, and holistic learning initiatives, also benefiting 750 teachers in 270 public schools

Fellowship Support: Wells Fargo provides fellowship support to 25 female MTech students in every IISc batch, empowering them to pursue their academic goals

Case Snippet - 2



Scholarship and Infrastructure Support: Cisco provides scholarships to Ph.D. and Master's students, fostering talent in network science. Additionally, it has set up a state-of-the-art networking lab to enable cutting-edge research

Advanced Networking Research: The initiative focuses on developing future-ready networking solutions to address societal challenges. This includes applications in smart cities, IoT, and secure data exchanges, contributing to the advancement of network science and its real-world impact

Knowledge Sharing and Community Engagement: The center conducts hackathons, workshops, and online courses, promoting widespread knowledge dissemination and community learning in advanced networking technologies

With energy conservation as a key focus, ~20% of the top 30 US-headquartered GCCs are investing in corresponding equipment



Energy Conservation Efforts

- ~80% of top 30 US-headquartered GCCs are actively taking measures to conserve energy in their centers
- GCCs have implemented advanced energy conservation measures, such as automating HVAC systems, optimizing lighting systems, and utilizing energy-efficient equipment, leading to significant power savings of several million kWh annually
- GCCs has embraced sustainability efforts through initiatives like solar power generation, transitioning to CNG vehicles, and replacing conventional lighting with LEDs, significantly reducing reliance on non-renewable energy sources and lowering carbon emissions



Alternative Sources of Energy

- ~30% of the top 30 US-headquartered GCCs are actively taking measures to adopt and utilize alternative sources of energy
- GCCs have implemented solar power plants, generating renewable energy that fulfills 65% of their total electricity consumption, reducing reliance on non-renewable sources
- GCCs are exploring alternative energy options, including solar and green energy purchases, optimizing energy use and enhancing sustainability efforts



Capital Deployment for Energy Conservation

- ~20% of top 30 US-headquartered GCCs are actively deploying capital to purchase energy conservation equipment
- GCCs have invested INR 94L in solar power installations, and USD 30,000 in rooftop solar panel setups for energy efficiency
- Investments in energy-saving equipment include LED lighting, modular UPS units, sensors, and energy-efficient HVAC systems to reduce overall power consumption and enhance sustainability

US-headquartered GCCs in Karnataka actively champion Diversity, Equity, and Inclusion, with some customizing city-specific DEI initiatives for localized impact



Diversity, Equity, and Inclusion

Categories	Description
<p>Gender Diversity</p>	<ul style="list-style-type: none"> Over 90% of the top 50 US-headquartered GCCs have DEI programs in place for India, while more than 40% implement city-specific initiatives to drive significant local impact A cohort of individuals from women and marginalized communities are being trained to enhance their employment prospects and build a strong talent pipeline
<p>Returnship Programs</p>	<ul style="list-style-type: none"> GCCs offer structured returnship programs to support professionals rejoining the workforce after a break, tailored to meet individuals at various career stages, from entry-level to leadership These initiatives provide resources and support to help participants transition smoothly back into the workforce, including community-building sessions and guidance for navigating the path to full-time roles
<p>Veterans</p>	<ul style="list-style-type: none"> GCCs are actively seeking veterans for various roles, offering professional development opportunities to help them transition smoothly into civilian careers and grow within the organization, leveraging their unique skills like leadership and resilience As GCCs move up the maturity curve, they offer flexible work options and are increasingly hiring for higher functional roles, ensuring veterans can balance work-life commitments while taking on impactful positions

Case Snippet: A US-headquartered Software & Internet GCC

Hiring Program

- Women-focused initiatives encourage hiring, leadership development, and return-to-work programs for women from career breaks
- PwD-focused programs create 1000 job opportunities with assistive technology and inclusive recruitment practices
- LGBTQ+ inclusion is enabled through sensitization programs, leadership support, and workplace adjustments like all-gender restrooms

Retention Program






- Employee Resource Groups (ERGs) for women and PwD foster engagement, leading to higher retention and community building within the workplace
- Targeted leadership programs help women and PwD grow through career development, enhancing inclusivity and leadership skills
- LGBTQ+ support includes sensitization training and mentoring, ensuring inclusion in leadership and organizational decisions

Impact

- Targeted hiring programs increased diversity, boosting women, PwD, and LGBTQ+ representation across all levels
- ERGs and leadership initiatives enhanced employee retention, reducing attrition and improving engagement among diverse employees

WAY FORWARD FOR US-HEADQUARTERED GCCs IN KARNATAKA

The trifecta of Global Roles, AI COEs, and overall engineering and partnership maturity will enable India's continued dominance in the technology space

 <h2>Global Managerial Roles</h2>	 <h2>The "AI" Agenda</h2>	 <h2>Innovation Incubator</h2>	 <h2>"India to India" Service Monetization</h2>	 <h2>Leadership in Sustainability</h2>
<ul style="list-style-type: none"> • GCCs will define global charters with increasing complexity through Global Roles • GCCs will continue to double down on curated programs to identify and nurture the next generation of Global Leaders from India • Talent will become truly boundary-less, with capabilities being sought rather than just proximity to HQ 	<ul style="list-style-type: none"> • GCCs will increasingly drive the AI agenda for global enterprises by leveraging the significant talent pool and experimenting with newer, innovative use cases • GCCs will leverage the COE model to drive tangible outcomes and deliver on cutting-edge solutions • Re/Upskilling will be critical, as more niche AI roles emerge 	<ul style="list-style-type: none"> • GCCs will continue to drive innovation through strategic partnerships and collaborations with ecosystem players • GCCs will leverage partnerships with universities and academic institutions to nurture talent at the source • GCCs will develop solutions tailored for local, emerging, and developed markets through strategic local/hyper-local partnerships and collaborations 	<ul style="list-style-type: none"> • GCCs will unlock new growth and profitability by monetizing 'India to India' services, given their rich local market insights • GCCs will innovate on newer revenue models to align with the needs of other GCCs • India will act as the gateway to APAC, and help unlock newer/emerging markets for global enterprises 	<ul style="list-style-type: none"> • GCCs will lead the charge in embedding sustainability into global business practices • GCCs will develop and implement innovative solutions to drive environmental stewardship and social responsibility across their global operations

Karnataka GCCs, on the other hand, will continue to play a pivotal role in driving the innovation landscape with a focus on leadership

1

Gateway to Asia Pacific



GCCs in Karnataka, with their deep expertise in US markets, customer context, and multi-location capabilities, are positioned to become the gateway to the Asia Pacific region, driving cross-regional collaboration and expanding global operations beyond the US

2

Beyond the Cosmopolitan



While US-headquartered GCCs continue to drive research and innovation from Bengaluru, it is crucial for them to explore emerging hubs like Mysuru and Mangaluru, which offer significant untapped tech and research talent while offering a significant cost advantage

3

Second HQ to the World



Bengaluru and Karnataka, already home to over one-third of India's Global Roles, have the potential to evolve into a second headquarters for the world, beyond the US, enhancing operational efficiency and driving global innovation

4

GCC Capital to "AI Capital"



Karnataka, as the GCC capital of India, has the potential to become the "AI Capital," leveraging its significant AI/ML talent to drive global AI charters

5

Strategic Alliances



While GCCs continue to collaborate with partners, start-ups, and academia, those based in Karnataka can further strengthen peer collaboration, fostering innovation, efficiency, and shared solutions to common challenges, building a stronger, more resilient ecosystem

IMPACT STORIES

Boeing India Engineering & Technology Center is focused on accelerating and delivering the Design and Development of world-class products through capabilities in India



Overview



Boeing India Engineering and Technology Center (BIETC) serves as a capability center for its Business Units. It is also aligned to meet the requirements of Boeing's local customers in India, leveraging the India ecosystem.

Started in 2010, through cutting-edge technologies, BIETC is developing technologies for the future, and creating new opportunities ranging from Software, Electrical, Structural Design, and Materials.



Industry: Aerospace



India GCC Headcount: ~4500



Global Year of Inception: 1916



Year of Inception in India: 2009



India GCC Locations: Bengaluru, Chennai

Objective

With a focus on innovative services in Digital Aviation and Analytics, Engineering, Supply Chain Logistics and Training Support, Boeing India will deliver agile, cost-competitive solutions to drive efficiency and optimize operations

INITIATIVES AND IMPACT

Digital Engineering

BIETC is actively involved in Digital Engineering for the Enterprise. BIETC is leveraging cutting-edge tools and technologies to drive innovation and efficiency across the product development lifecycle.

Key Impact & Outcome

Using Model-based Engineering and 3D Design Tools, Open Architecture Systems, and Agile Software Development, BIETC Digital Engineering has enabled more effective collaboration throughout the Engineering value chain, provided a common platform for Design, Analysis, and Manufacturing Planning.

Supply Chain & Analytics

Acceleration of modernization of Supply Chain Systems (SCS) to improve transparency in the whole process of Production, Inventory, Transportation, Warehousing, and Customer Service was tasked to BIETC.

Key Impact & Outcome

The BIETC team identified, adopted, and invested in newer technology solutions. The solution established traceability and visibility across the value stream and delivered a modern SCS for Boeing and its partners. Analytics-powered applications were also created, providing valuable insights to improve planning and managing risks.

PLM & PDM

The PLM & PDM capability was partially transitioned to BIETC in 2016 to accelerate product development process and reduce the time to market.

Key Impact & Outcome

Important for managing the entire lifecycle of a product, from ideation to disposal – the BIETC PLM & PDM team integrated processes and technologies. They optimized and modernized 400+ applications that improved and streamlined workflows, facilitating collaboration. Thus, improving quality, experience, and innovation throughout the production system.

Delta Airlines is balancing technology delivery with care for employees and progressive company culture

Overview



The Delta Tech Hub (DTH) in Bangalore is one of Delta Air Lines investments in building industry-leading technology and business capabilities to develop the next wave of personalized technology-enabled experiences for customers and employees enabled by exceptional global talent.



Industry: Aerospace



India GCC Headcount: 550+



Global Year of Inception: 1928



Year of Inception in India: 2020



India GCC Locations: Bengaluru



Rahul Samant
Executive VP,
Chief Information Officer

It's important our people are well-rounded digital technologists who can combine their knowledge of the airline with new skills to the benefit of the customer. Everyone gets a journey map that illustrates how their job will change over the next three years and how we plan to bring them along.

INITIATIVES

Technology Powerhouse

- **Tapping into Diverse India Talent:** One of 3 technology hubs, the DTH is home to a distinct talent pool including i) data scientists / engineers who build our analytics infrastructure and look for insights into customer preference and sentiment ii) cybersecurity experts iii) developers who build applications from revenue management and loyalty to payments, APIs, reservations, day of travel systems and our award-winning Fly Delta app and delta.com.
- **Focusing employees on strategic work:** The DTH reduces external dependencies by leveraging employees to work in areas that build IP or gain competitive advantage. Employees see the clear and tangible impact of their work on Delta's customer facing tools and operations.
- **Business-focused Tech Talent:** We look at digital talent more broadly than just within IT. We're focused on bringing physical and digital experiences that go beyond any one product, app feature, or customer solution. The DTH develops talent with the right mix of technical and airline domain experience to advance our digital agenda.

Impact

- The DTH supports digital revenue channels that contribute ~54% of revenue share on Delta.com and the Fly Delta app.
- Supports ~12.3M Mobile users across iOS and Android.
- Manages safe delivery of ~14M bags per month weighing more than 400M lbs.
- Led a global team in delivering an updated Delta Vacations site.

Employee Wellness

- Delta views wellbeing as a dynamic and continuous process of positive change. Our wellbeing programs focus on 4 important pillars: physical, emotional, social and financial wellbeing. Wellbeing Programs include features that make them consistent, inclusive, flexible and sustainable:
 - ✓ Technology-based, scientific approach to providing personalized care that is available 24x7 / 365 days year.
 - ✓ No cost access to mental health professionals and other wellbeing offerings for family members.
 - ✓ Monthly wellbeing challenges that offer participants cashable rewards. These challenges target the factors that influence health - steps, relationships, stress, sleep, nutrition, personal finance and more.
 - ✓ Wellbeing champion network comprised of employees across all levels who commit their time to build our culture of wellbeing at Delta.

Impact

- Over 85% of DTH people are registered users of our digital wellbeing platform.
- ~\$150,000 earned rewards redeemed on wellbeing activities between Jan-Jun 2023.
- Over 50% of our people participated in wellbeing sessions conducted by subject matter experts between Jan-Jun 2023.

Company Culture

- Bound by the mission of "No One Better Connects the World," our culture is essential to building a unified workforce with shared values across all global hubs. We provide multiple platforms for our employees to connect, learn and grow with us:
 - ✓ DTH employees visit the US to connect with colleagues and business stakeholders, participate in company and industry events, attend training and experience Delta's brand beliefs, values and operations in action.
 - ✓ Community service and support is core to Delta's values and our employees actively volunteer through local and global community engagement programs.
 - ✓ Drive innovation by participating in various enterprise-wide hackathons and innovation challenges across geographies.
 - ✓ Employees are encouraged to learn and voice their opinions through various platforms including townhalls, Employee Satisfaction Surveys and focus groups.
 - ✓ An open-door policy to enable two-way communication.
 - ✓ Personalized, persona-based learning.

Impact

- High Employee Satisfaction Survey scores.
- 25,000+ volunteer hours contributed to community engagement initiatives.
- Frequent bi-directional travel between the US and India, contributing to highly collaborative and cohesive teams.

Overview



Lowe's India is the GCC of Lowe's Inc., the Fortune 50 company and world's second-largest Home Improvement retailer in USA.

With 4300+ associates and capabilities in Technology, Business Services, Analytics, and many more areas, Lowe's India drives retail innovation to enhance omnichannel shopping experiences of its 17+Mn customers.



Industry: Retail



India GCC Headcount: 4300+



Global Year of Inception: 1921



Year of Inception in India: 2014



India GCC Locations: Bengaluru

Objective

In the case of many GCCs, technology innovation and the work happening from India or other shores mainly enables or supports the business and operate as R&D center. However, at Lowe's, our work model is different. The vision and trust of the leadership, coupled with the capabilities of our workforce here, enables us to define and drive critical business priorities for Lowe's Inc. This was established by our early shift to a "one in a box" leadership model that gives India more functional leadership, autonomy, and freedom to strategize for India and the business globally. With this change, India delivers and owns significant products and platforms that are critical to elevate customer experience of 17+Mn Lowe's customers and for our associates. For example, India drives Computer Vision solution for the enterprise Lowe's Internal Demand Forecasting Tool – one of the most comprehensive in-house forecasting tools in the Retail industry.

Key Milestones in the Nature of Work

Established one-in-a-box leadership model for more autonomy to India leaders

Set up an Enterprise Architecture team to drive organization-wide digital transformation

Added organization-wide roles for innovation in Omnichannel Retail functions

New capabilities impacting topline and building revenue drivers

Global COEs pivot from traditional to modern, emerging engineering roles

Emerging Role in Engineering, New to the India Office

The Emerging Role of AI Engineering in Enhancing Enterprise AI Maturity

As Lowe's continues to focus on traditional Software and Data Engineering, we are also strategically expanding into AI Engineering, establishing it as a new job family. This shift is crucial for advancing our enterprise AI maturity by building intelligent products that leverage cutting-edge technologies. Our Data Engineering efforts have evolved to encompass various domains, including Data Architecture, Data Management, BI Engineering, and Data Platform Engineering. AI Engineering is now at the forefront, concentrating on the adoption of Generative AI models, enhancing model performance, and developing tools and frameworks to streamline evaluations and facilitate widespread adoption. To achieve this, our teams must be equipped with the necessary skills to effectively evaluate enterprise models, make informed decisions on when and how to build models, and understand the nuances of fine-tuning them. Additionally, our engineering discipline must focus on optimizing infrastructure usage to maximize efficiency and support the increased demand for AI-driven solutions. Data Engineering plays a critical role in this transformation by ensuring the availability of high-quality data and knowledge that can drive the development of intelligent products. This involves structuring data in a way that is easily accessible and usable by data scientists and analysts. Meanwhile, AI engineers are tasked with scaling enterprise and open-source models to harness this accumulated knowledge, meeting the rigorous demands of heavy usage scenarios.

Why India

These roles are spread across the US and India, and we are seeing significant contributions from the teams in India, given the rich GCC and start-up ecosystem-enabled skills and talent.

Conclusion

The engineering excellence delivered from Lowe's India has evolved over the last 10 years. We have established our global Gen AI Community of Practice and many emerging engineering roles and teams with niche capabilities continue to be formed every year at Lowe's.

Broadridge GCC in India continues to bank on the ecosystem to become a pivotal hub of innovation and strategic growth



Overview



Broadridge is a global Fintech leader with more than USD 6 Bn in revenue. We deliver technology-driven solutions that drive digital transformation. To achieve this mission, Broadridge India plays a significant and critical role by driving the key tenets around Strategy, Growth, Innovation, and Customer Experience

Industry: Software & Internet

India GCC Headcount: 5200

Global Year of Inception: 1962 as ADP Brokerage Services Group. Spun off as Broadridge Financial Solutions in 2007

Year of Inception in India: 2007

India GCC Locations: Hyderabad, Bengaluru, Mumbai

Objective

To drive the evolution and maturation of Broadridge's Global Capability Center by transforming work portfolios towards high value activities and empowering engineering leadership, ensuring that the India GCC becomes a pivotal hub of innovation, operational excellence, and strategic growth.

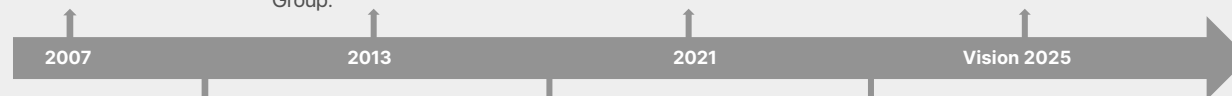
Broadridge Growth Story

Broadridge India was incepted as a GCC to support the Broadridge global organization.

In 2013, Broadridge India became a transformation hub with the inception of a Digital and Innovation Group.

Global Innovation Center of Excellence (COE) was established.

Today, Broadridge India is a strong product-led, SaaS-based fintech organization. In other words, a fintech grow-up with the vision to establish itself as a Business Center by 2025



Over the years, Broadridge has expanded in scale, capability, and value, supporting daily trading of over USD 9 Tn in global equities, fixed income, and other securities.

The team delivers AI/ML, Blockchain, Cloud, and Digital solutions, alongside top-notch research, strategy, sales support, digital marketing, and consulting.

Continue to build strong product, business, and technology capabilities to build and deliver Blockchain and Gen AI-powered products.

Engineering and Innovation Excellence in India

Studio 605 is Broadridge's innovation hub, working closely with the external innovation ecosystem, including start-ups, accelerators, and world-class research institutions. It actively collaborates and partners with the corporate strategy team for researching, experimenting, and bringing concepts to solutions with high agility.

- This studio is designed to foster an environment of open innovation, where ideas can be incubated and developed.
- Studio 605 launched ClearFi within eight months of inception, which curates on and off-chain data for crypto assets.

The Innovation COE builds strong product, business, and technology capabilities to deliver Blockchain-based products.

- It aims to scale our product, Distributed Ledger Repo (DLR) into a USD 100 Mn franchise by FY29.
- DLR enables participants to execute and manage all repo transactions on a single platform.
- The COE continues to grow our Blockchain-based Shareholder Disclosure Hub (SDH) to Issuer community and geographically diverse markets.
- The SDH Compliance Solution assists banks and other intermediaries with compliance obligations related to the Shareholder Rights Directive.

Overview



Pure Storage delivers the industry's most advanced data storage platform to store, manage, and protect the world's data at any scale. With Pure Storage, organizations gain ultimate simplicity and flexibility, saving time, money, and energy. From AI to archive, Pure Storage provides a cloud experience through a unified Storage-as-a-Service platform across on-premises, cloud, and hosted environments.

Industry: Data Storage, Software

India GCC Headcount: ~5,000+ employees (as of 2024)

Global Year of Inception: 2009

Year of Inception in India: 2022

India GCC Locations: Bengaluru

Objective

Pure Storage's Bengaluru R&D center operates at a high level of maturity, leading core global product development and engineering teams across the globe – demonstrating how modern tech operations transcend location to drive innovation.

Pure Storage's Global Excellence Powered by Location-Agnostic Innovation

Global Expansion and Key Drivers

- **Global Footprint Expansion:** In January 2022, Pure Storage expanded its global footprint by establishing a center in Bengaluru, India. This center was set up at a high maturity level, featuring senior leadership and an operational structure aligned with the company's global standards.
- **Leadership Maturity:** Key leadership roles—such as systems architects and product management leaders—were filled by seasoned professionals from day one, ensuring a strong start that mirrors the leadership rigor at Pure's headquarters in Santa Clara, US.
- **Talent Pool:** Bengaluru's deep systems talent pool, with a high concentration of Hi-tech expertise in file systems, flash storage, and systems technologies, made it the top global choice for Pure's product development.

Global Integration and Strategic Product Development

- The Bengaluru center operates as a truly global center, not just a replica of Pure Storage's headquarters.
- **Core Engineering Excellence:** Pure's Bengaluru center stands out by focusing on core product development, playing a pivotal role in the development of core products, such as Portworx and FlashBlade, contributing to product innovation, engineering excellence, and strategic value at a global level. This emphasis on core engineering sets it apart as a key contributor to Pure's product advancements.
- **Global Responsibility and Leadership:** Bengaluru's leadership extends beyond local boundaries. With **global engineering leaders for 66% of Pure's core products based in India**, the center plays a key role in managing cross-functional teams across regions, including the US and Europe. The strategic placement of key roles, such as **Ajeya Motaganahalli's, who is the global engineering lead for FlashBlade in Bengaluru**, further underscores the center's pivotal role in Pure's global operations.

Strategic Impact, Growth, and Innovation

- Since its inception, the Bengaluru center has demonstrated rapid growth and operational maturity. It contributes strategically to Pure's overall mission, including through innovation and engineering excellence.
- **100% Headcount Growth:** The center has **grown over 100% in its second year of operations**, underscoring its importance in Pure's global strategy and its ability to quickly scale its operations with top talent. The center's success is directly tied to its early focus on hiring senior leadership (VPs, Directors, Architects), ensuring both the capability and credibility to manage and drive major global product charters.
- **Innovation and Patents:** The **Bengaluru team contributes to innovation at the same level as the US team**, holding key roles in product incubation (AI & ML) and driving innovation that has led to multiple patents. Initiatives such as regular hackathons ensure the continuous development of cutting-edge solutions that enhance global products.

Overview



Bazaarvoice is reshaping how brands and retailers connect with consumers by putting the consumer voice first. With an end-to-end, commerce-empowered omnichannel content solutions and analytics platform, Bazaarvoice helps 14,000+ brands and retailers inform consumer decisions consistently and at scale at every stage of the shopper journey, on every platform where shoppers live. 2.3 Bn shoppers use the Bazaarvoice Network on a monthly basis. Founded in 2005, Bazaarvoice is headquartered in Austin, Texas, with offices in North America, Europe, Australia, and India.

Industry: Technology, Software, SaaS, e-Commerce

Global Headcount: Approximately 1,700+ employees (as of 2024)

Global Year of Inception: 2005

Year of Inception in India: 2019

India Headcount: 250+ (as of 2024)

India GCC Locations: Bengaluru

Objective

Bazaarvoice's strategic GCC in India has resulted in a robust talent absorption, driving global product innovation, increased production capacity, and scale in growth through comprehensive end-to-end operations in Bengaluru.

Bazaarvoice's Global Development with Local Expertise

Establishing Bazaarvoice in India: Origin, Growth, and Expansion

- Bazaarvoice expanded from Austin and Belfast, **choosing Bengaluru** as its next tech hub **for its talent pool and proximity to its 14,000+ customers**
- Site head, Srinu Basava, Bazaarvoice's first India employee, **built the team from scratch to a full-scale operation covering product development, marketing, sales, services, and customer success**
- The India center has become the core of Bazaarvoice's digital innovation, particularly in AI and Machine Learning, **doubling the organization's innovation capacity**
- With the increase in capacity, Bazaarvoice is able to spend more than **50% (up from less than 20%) of their engineering capacity developing new features, capabilities, and products that add value for customers, playing a crucial role in global product development** and other functions like Marketing, Sales, and Account Management
- The decision to set up a center has increased product development capacity and reduced costs, allowing the **India center to scale beyond its original charter and drive key business functions globally**

Product Innovation and Global Impact

- The Bengaluru team has led innovations in privacy, submissions, core data platforms, API First, Developer Experiences, and improvements to the Hosted Display product, while also managing social commerce and content creation technologies
- They have driven User Research, User Experience Design, development, and product integration, culminating **in the upcoming Bazaarvoice Vibe, a first of its kind product primarily developed in India, for the world**
- The team has transitioned from strong engineering practices to driving growth through innovation, collaboration, entrepreneurship, and experimentation
- The GCC, **apart from showing 30% year-on-year revenue growth, is driving value through high NPS scores, new IP generation from India, and hiring and retaining niche domain specialists including data architects, AI engineers, and data scientists**

Talent Acquisition and Sustainable Pipeline

- **Bazaarvoice's growth relies on Bengaluru's talent pool**, despite the competitive market. They address this with internships, **hiring 10% of their workforce from colleges and converting those interns to full-time roles**
- The India center is a full-stack GCC and has scaled its headcount to over 250 within 5 years
- A key initiative has been the returnship program that helps women return to the workforce post-career breaks, providing mentorship and training to ease their transition into full-time roles
- Srinu Basava operates out of India, and in his global role, has complete ownership of consumer experience and Bazaarvoice's data

Overview



Planview is a global software company specializing in portfolio and work management solutions. Founded in 1989 and headquartered in Austin, Texas, Planview operates in the rapidly evolving Project Portfolio Management (PPM) and Enterprise Architecture (EA) software industry.



Industry: Enterprise Software



Global Headcount: 1400 employees (as of 2024)



Global Year of Inception: 1989



Year of Re-launch in India: 2022



India Headcount: ~430 FTE + additional contractors (as of 2024)



India GCC Locations: Bengaluru

Objective

Planview India thrives by aligning global goals with local context, ensuring transparency, prioritizing customer value, leveraging executive support, and harnessing Bengaluru's skilled talent pool.

How Planview India became a Global Powerhouse

Business Value with Customer-centricity at the Core

Planview chose Bengaluru for its strong engineering and services talent pool with excellent communication skills, proximity to customers, and vibrant tech community ecosystem.

The India center has put customer centricity at the heart of its operations, driving significant business value for the global organization.

Revenue Impact

- Impact ~30% of Planview's book of business
- Manage 50% of the total number of products from management to development and customer lifecycle
- Drive software services sales for India and Southeast Asia markets

Customer Lifecycle Management

- Established a full go-to-market (GTM) engine for the India market
- Manages 15-20% of the global accounts directly through customer success
- Runs global customer care (standard production support) for all 4,500+ customers
- Created an entire customer lifecycle management process: nurturing and harvesting a customer and user ecosystem

Maturity - A Multi-functional Center of Excellence

Product Ownership

- 50% of the total number of Planview's products are managed end-to-end by the India team, including product management, design, development, and customer services.
- The India center also handles 55-60% of global R&D

Functional Expertise

- Planview India runs the global cash collections, payroll, and other major accounting functions within Finance
- Standard customer care/production support is completely taken care of by the India team for its 4,500 customers
- The center also runs the entire global managed services and integration services with teams across the globe reporting to India teams

Decision-making Epicenter

- Shalini Sankarshana, MD at Planview, reports directly to the CEO and is part of the executive leadership team, and a core member of board sub-committees, including product and technology
- The center follows a Matrix reporting structure with dual reporting lines where every leader under Shalini is a CXO+1, participating in CXO-level conversations. They have implemented shared Objectives and Key Results (OKR) framework aligned with global priorities

Cultivating Global Roles and Leadership

Planview India has created a structure that fosters global leadership and cross-functional expertise

Leadership Development

- 12 India leaders have Global Roles (all full-time employees)
- 40% of leaders in Global Roles are women

Global Team Management

- Leaders in India manage global teams in Mexico, Poland, and Southeast Asia. They also oversee Swedish and US teams for certain product functions. It's a highly matrixed structure and agile team structure

Cross-functional Exposure

- Shalini has OKRs aligned with each C-suite function (CPO, CFO, CTO, CHRO, CRO, etc.)
- Leaders are exposed to multiple aspects of the business, not just their functional areas

Unique Positioning

- Shalini's role is analogous to an "India CEO," with a holistic view of the business

Overview



Wabtec is a leading global provider of equipment, systems, digital solutions, and value-added services for Freight Rail, Transit, Mining, Industrial, and Marine industries. Founded over 150 years ago, the company is leading the way in safety, efficiency, reliability, innovation, and productivity to revolutionize the way the world moves.



Industry: Transportation Solutions



Global Headcount: 29,000+ employees



Global Year of Inception: 1869



GCC year of Inception in India: Sep 1999



Wabtec India Headcount: 2,700+ employees



India GCC Locations: Multiple

Objective

Wabtec's Karnataka GCC (Wabtec India Technology & Engineering Centre-WITEC) seamlessly drives next-gen innovation, integrates Global Roles, champions diversity, and drives operational excellence. OT plays a pivotal role in enhancing Wabtec's global engineering capacity and accelerating product development, all while ensuring high employee retention. WITEC houses ~1500 technologists cutting across Engineering, Digital, and IT domains, and is the single largest Technology Centre for Wabtec globally.

Wabtec India is Bridging Continents, One Innovation at a Time

Operational Excellence and Strategic Growth

Wabtec India plays a pivotal role in almost every Wabtec product, with Indian engineering teams responsible for end-to-end development on major product lines.

- The center has the distinction of being Wabtec's largest engineering and design hub globally, with continuous growth in talent and capabilities. Their 120,000 Sq. ft. lab in Bengaluru is equipped with over 50+ custom-built test stands/rigs, enabling precision control/software/digital solutions' validation, performance characterization, failure analysis, and design optimization for mechanical, electrical, and propulsion components. This facility supports both global and regional product validation and testing. With its focus on 'Smart Validation,' the lab facilitates efficient component-level testing, dynamic characterization, and comparison of physical and virtual test results. Its innovative setup helps engineers optimize design under various operating conditions, accelerating product launches by providing rapid performance insights.
- It has maintained a **remarkably low attrition rate of 5%**, well below industry standards, signaling exceptional employee engagement and retention practices
- Wabtec's ability to **integrate four different entities post-merger during the COVID-19** lockdown is a strong example of leadership and change management

Global Roles – An Organic Fit

Wabtec's Karnataka GCC stands as a testament to how Global Roles are seamlessly integrated into the organization. These roles are not separate initiatives but an organic part of the company's matrixed structure, evolving naturally to meet the demands of Wabtec's global operations –

- **Leaders in India manage teams across regions such as the US, Europe, Australia, Kazakhstan, Brazil,** and many other locations, ensuring global collaboration and execution
- **35% of Wabtec's global engineering capacity is delivered by the center,** contributing to nearly every product in the company's portfolio
- Global Roles at Wabtec emerge as a natural extension of the business, woven into the fabric of leadership and responsibility
- All the international locomotive requisitions/NPIs are led by the engineers in India for end-to-end development and commissioning across the globe

Diversity, Equity, and Inclusion (DEI)

Wabtec champions Diversity & Inclusion through several key initiatives at the Karnataka GCC

- The **Women of Wabtec (WOW) forum and the Propel** program drive DEI efforts. Propel has **trained 45 high-potential women for leadership roles globally in the last three years**, reinforcing Wabtec's commitment to gender diversity
- The center boasts close to **30% gender diversity**, reflecting strong efforts to foster an inclusive environment for women in leadership
- DEI is not just a goal but a part of Wabtec's culture, driving meaningful outcomes and creating opportunities for under-represented groups
- Wabtec's 7 ERGs have presence across India. The members from India meet quarterly to review DEI progress as part of the global diversity council

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APPENDIX

LIST OF ABBREVIATIONS (1/2)

Acronym	Expansion
AI	Artificial Intelligence
APAC	Asia-Pacific
ASIC	Application-Specific Integrated Circuit
BFSI	Banking, Financial Services and Insurance
Bn	Billion
BPM	Business Process Management
BT	Biotechnology
CAGR	Combined Annual Growth Rate
CEO	Chief Executive Officer
CNG	Compressed Natural Gas
COE	Center of Excellence
Cr	Crore
CSR	Corporate Social Responsibility
DEI	Diversity, Equity, Inclusion
ED	Executive Director
EMEA	Europe, Middle East and Africa
EMS	Electronic Manufacturing Service

Acronym	Expansion
ER&D	Engineering Research and Development
ERGs	Employee Resource Groups
ESD	Electrostatic Discharge
ESDM	Electronics System Design & Manufacturing
ESG	Environmental, social and governance
FY	Financial Year / Fiscal Year
GBS	Global Business Services
GCC	Global Capability Centers
GTM	Go-to-Market
HIA/IA/RPA	Hyper Intelligent Automation / Intelligent Automation / Robotic Process Automation
HQ	Headquarters
HR	Human resources
HVAC	Heating, Ventilation, and Air Conditioning.
IISc	Indian Institute of Science
INR	Indian National Rupees
IOT	Internet of Things
IP	Intellectual Property

LIST OF ABBREVIATIONS (2/2)

Acronym	Expansion
IT	Information Technology
ITeS	Information Technology enabled Services
K	Thousand
KDEM	Karnataka Digital Economy Mission
KPI	Key Performance Indicator
kWh	Kilo Watt Hour
L	Lakh
LED	Light Emitting Diode
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer
LiDAR	Light Detection and Ranging
MD	Managing Director
ML	Machine Learning
Mn	Million
MNC	Multi-National Corporations
MoU	Memorandum of Understanding
Mtech	Master of Technology
NCR	National Capital Region

Acronym	Expansion
PF	Provident Fund
PhD	Doctor of Philosophy
PM	Product Management
R&D	Research and Development
SP	Service Providers
SQL	Structured Query Language
STEM	Science, Technology, Engineering and Mathematics
U.S./US	United States of America
UPS	Uninterruptible Power Supply
USD	United States dollar
UX	User Experience
VC	Venture Capital
VP	Vice President
WGT	Walmart Global Tech
WLAN	Wireless Local Area Network
XR	Extended Reality
Y-o-Y	Year on Year

LIST OF DEFINITIONS (1/2)

Acronym	Expansion
Architect Intensity	The ratio of the number of architects in India to the total number of architects globally in that organization
BPM	Business Process Management (BPM) is a discipline that uses various methods to discover, model, analyze, measure, improve, and optimize business processes. A business process coordinates the behavior of people, systems, information, and things to produce business outcomes in support of a business strategy. It consists of HR Offshoring, Finance & Accounting Process, Procurement and Logistics, Marketing & Operations, Technical Support, and Knowledge-based Services.
COE	A COE is an enabling group which works across various Business Units (BU) or across various product lines within a BU of an MNC, that has leading-edge knowledge and competency in a specific area of interest/technology. The Indian GCC in its entirety would not come under the definition of a COE; rather a COE would be a specific technology team within the India center. A COE is usually composed of subject matter experts and professionals who possess a comprehensive understanding of the domain.
CAGR	Compound annual growth rate, or CAGR, is the mean annual growth rate over a specified period of time, longer than one year.
Digital Technology	Digital Technology includes AI/ML, Big Data Analytics, IOT, Cloud Computing, Web & Mobile Development, Cybersecurity, IA/RPA, Blockchain, AR/VR, 3D Printing, etc.
ER&D	Engineering, Research & Development includes any activity that covers development, augmentation or optimization of products/services of an organization. Further, it comprises of any support activities related to manufacturing, engineering, project engineering, MRO, regulatory services, etc. It also consists of Software Product Development, Embedded Services, and Mechanical Engineering Services.
GCC	Global Capability Centers (GCCs) are offshore services units established by Multinational Corporations (MNCs) to perform strategic functions, leveraging knowledge-based talent, cost and operational efficiencies. GCCs encompass the Technology, Engineering, and Operations functions, including Shared Services Centers of MNCs in India.
Global 500	The Global 500 is Fortune's annual list that ranks the world's top 500 corporations, measured by revenue.
Global 2000	The Global 2000 is Forbes' annual list that ranks the largest companies worldwide by sales, profits, assets, and market value.
Global Business Services (GBS)	Global Business Services is a unique construct in which multiple Shared Services functions are co-located in the same entity with the aim of delivering high value outcomes for the parent organizations. The GBS extensively leverages data, automation, and technology as key enablers to deliver high value for their global counterparts.

LIST OF DEFINITIONS (1/2)

Acronym	Expansion
Global Roles	Global Roles within GCCs entail responsibilities that span multiple regions or countries, rather than being confined to a specific geography. These positions require individuals to take ownership of the design, strategy, and outcomes for teams and stakeholders across various geographies. In addition to overseeing global charters and teams, global leaders often also have P&L (Profit and Loss) responsibilities. These roles can be focused on R&D, engineering, or other functional areas.
GCC Performance	GCC Performance refers to the capability of a GCC to achieve its strategic goals and deliver outcomes. It includes factors such as financial performance, customer satisfaction, quality, and efficiency.
IT	IT services refer to the application of business and technical expertise to enable organizations in the creation, management and optimization of, or access to, information and business processes. It consists of Application Development and Maintenance, IT Consulting, System Integration Services, and Infrastructure Management Services.
Portfolio Hub	These GCCs are accountable for end-to-end ownership of Processes and Portfolios from India. The Portfolio Hub is responsible for the design and development of applications or products. In India, such hubs may also have end-to-end ownership of horizontal competencies.
Product Management Intensity	The ratio of the number of product managers in India to the total number of product managers globally in that organization.
Rebadging	The practice of transferring employees from one organization to another, typically during a merger, acquisition, or outsourcing arrangement. In this process, employees retain their roles and responsibilities but are officially moved into the employment of a different company, often with a new branding or organizational identity.
Scalability	Scalability is defined as the capability of a country/ecosystem/organization to hire or deploy people effectively in response to an increasing or expanding workload.
Shared Services	Shared Services is the consolidation of business operations that are used by multiple parts of the same organization. It is cost-efficient as back-office operations, used by multiple divisions of the same company, and are centralized, eliminating redundancy.
Service Providers	Service Providers are companies or individuals that offer specialized services to businesses or consumers, such as IT support, telecommunications, consulting, financial services, or cloud computing.
Tier-I	Tier-I includes cities such as NCR, Mumbai, Pune, Bengaluru, Chennai, Hyderabad.
Tier-II & Tier-III	Tier-II and Tier-III cities include locations such as Ahmedabad, Vadodara, Thiruvananthapuram, Chandigarh, Jaipur, Coimbatore, Kochi, Nagpur, Mysuru, Mangaluru, Madurai, Kanpur, Indore, Visakhapatnam, Goa, etc.
Transformation Hub	These GCCs play a pivotal role in the global organization's strategy, from conceptualization to decision-making and delivery. They spearhead transformation initiatives, manage global change projects, and directly impact the organization's top-line and bottom-line.
Unicorn	A Unicorn is a privately-held start-up with a valuation exceeding USD 1 Billion or more.



The American Chamber of Commerce in India (AMCHAM) is the apex chamber of U.S. industry in India. Established in 1992, AMCHAM has over 400 members spread all over the country. The incumbent U.S. Ambassador to India is the Honorary President of AMCHAM. The chamber enjoys a very close relationship with U.S. Embassy officials and receives tremendous support in fulfilling its objectives. Country Heads of leading U.S. companies constitute the elected National Executive Board. The chamber's mission is to assist member companies to succeed in India through advocacy, information, networking and business support services. AMCHAM is headquartered in New Delhi and has regional chapters in Bengaluru, Chennai, Hyderabad, Kolkata, Mumbai and Pune.



Founded in 2002, Zinnov is a leading global management consulting and strategy advisory firm, with a presence in 10 global locations including New York, Seattle, Santa Clara, Houston, Paris, Gurgaon, Bangalore, Hyderabad, and Pune. In the last 22 years, Zinnov has worked closely with Global Enterprises and Fortune 2000 companies across their value creation journeys and helped them develop actionable insights – across revenue, talent, innovation, scale, and optimization. With core expertise in Product Engineering, Digital Transformation, Innovation, and Outsourcing Advisory, Zinnov enables companies to develop and optimize a global engineering footprint through center setups, and technology and functional Centers of Excellence (COEs), portfolio optimization, partnerships, and real-time data and insights – through its unique GCC Accelerator Platform (GAP) offering. This multi-lever approach helps Zinnov’s customers be a part of an immersive and highly networked model, enabling them to achieve higher R&D efficiencies, innovation, and productivity. The company’s expertise also extends to advising global PE firms in asset shortlisting and target evaluation, due diligence, and value creation, especially for their portfolio companies through a globalization lens.

With its team of experienced consultants, subject matter experts, and research professionals, Zinnov works with global industry bodies to identify business and technology trends, and also serves clients from across multiple industry verticals including Enterprise Software, BFSI, Healthcare, Automotive, Retail, and Telecom in the US, Europe, Japan, and India across their digital transformation and innovation journeys.

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