



# Everest Group Global Capability Center (GCC) Transformation Capabilities in India – PEAK Matrix® Assessment 2025

Focus on HCLTech

November 2025



# Introduction

As GCCs continue to expand, enterprises are increasingly viewing them as more than just cost optimization levers. Today, GCCs are evolving into strategic partners that drive innovation, deliver superior customer and employee experiences, and enable business transformation. Their growth is shaped by enterprises' need to build resilience, accelerate digital adoption, and tap into specialized talent pools to stay competitive in a fast-changing business landscape.

In this environment, providers are emerging as critical enablers of GCC transformation. From driving process modernization and functional transformation to embedding advanced technologies and fostering innovation, providers are helping enterprises reimagine the role of their GCCs. To better understand how providers are enabling this shift, we have conducted a detailed assessment of their transformation capabilities and offerings across the GCC landscape.

In the report, we present an assessment and detailed profiles of 34 service providers featured on the [Global Capability Center \(GCC\) Transformation Capabilities in India – PEAK Matrix® Assessment 2025](#), a comprehensive matrix that evaluates and categorizes providers in terms of their GCC transformation-focused capabilities.

The assessment is based on Everest Group's annual Request for Information (RFI) process, interactions with leading providers, client reference checks, and an ongoing analysis of the market.

**The full report includes the profiles of the following 34 leading providers featured on the GCC Transformation Capabilities in India PEAK Matrix:**

- **Leaders:** Accenture, Capgemini, Cognizant, Deloitte, EY, HCLTech, IBM, Infosys, PwC, TCS, and Wipro
- **Major Contenders:** BCG, Birlasoft, CGI, Coforge, EXL, Firstsource, Fractal Analytics, Genpact, ITC Infotech, KPMG, LTIMindtree, McKinsey, NTT DATA, Persistent Systems, and Tech Mahindra
- **Aspirants:** Akkodis, Datamatics, Infogain, Mphasis, Ness Digital Engineering, SLK Software, Yash Technologies, and Zensar Technologies

## Scope of this report

**Geography:** India

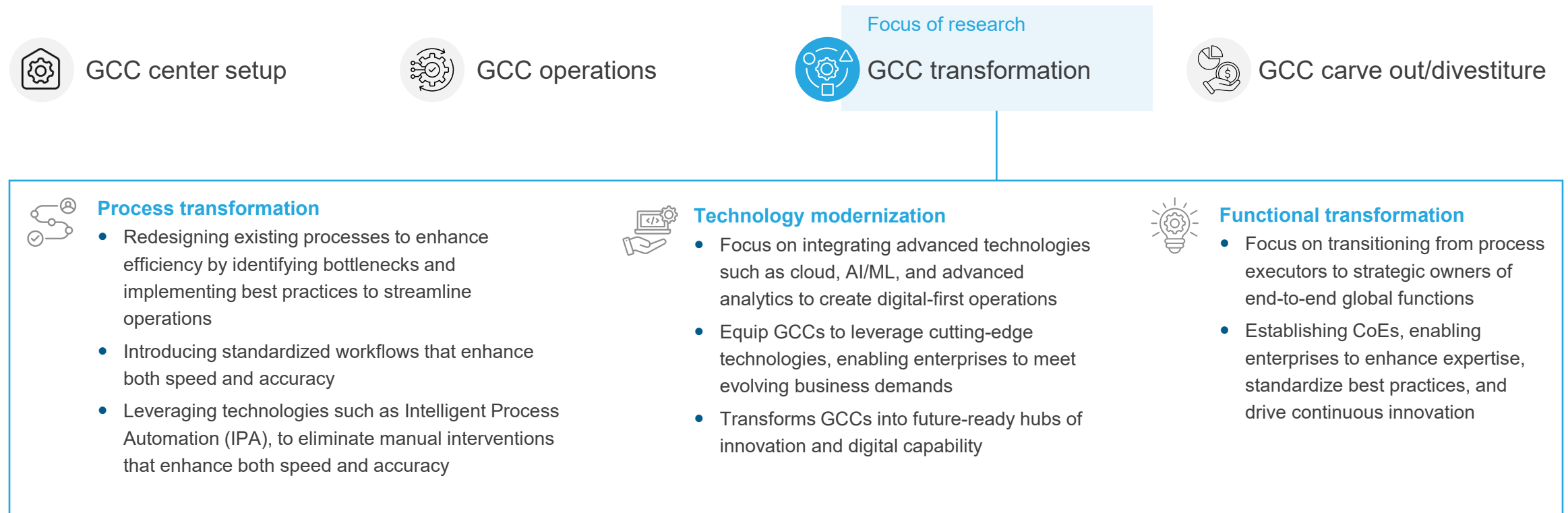
**Industry:** market activity and investments of 34 leading providers

**Services:** GCC transformation services

# Scope of the evaluation

This assessment focuses on GCC transformation capabilities in India

Providers support enterprises across the GCC journey in multiple ways, including setup, operations, transformation, and carve-outs. Within this broad landscape, this assessment places emphasis on transformation, spanning process, technology, and functional dimensions that enable GCCs to move up the value chain.



# GCC Transformation capabilities services in India PEAK Matrix® characteristics

## Leaders

Accenture, Capgemini, Cognizant, Deloitte, EY, HCLTech, IBM, Infosys, PwC, TCS, and Wipro

- Most Leaders offer comprehensive, end-to-end transformation capabilities across process, technology, and functional areas
- These providers exhibit a structured and programmatic approach, with clearly defined frameworks, dedicated investments, strategic partnerships, and leadership mandates for GCCs
- They have deep experience in modernizing operations via digital-first approaches, leveraging technologies such as AI/ML, cloud, and automation
- Many Leaders maintain specialized practices, GTM strategy, or offerings tailored to GCC's needs, enabling consistent delivery, innovation, and measurable business outcomes
- Leaders typically enjoy high enterprise mindshare, evidenced by repeat transformation mandates and long-term partnerships with global clients

## Major Contenders

BCG, Birlasoft, CGI, Coforge, EXL, Firstsource, Fractal Analytics, Genpact, ITC Infotech, KPMG, LTIMindtree, McKinsey, NTT DATA, Persistent Systems, and Tech Mahindra

- Major Contenders demonstrate mature capabilities across select transformation levers, though their service breadth or client scale may be more limited than Leaders
- Several providers in this category are scaling their GCC transformation offerings by building specialized practices and dedicated teams, developing IP assets, expanding partner ecosystems, and refining their go-to-market strategies. However, these efforts are relatively less mature and remain in nascent stages compared to the more established approaches seen among Leaders
- Some are backed by strong consulting or digital-first strategy but offer limited operational depth

## Aspirants

Akkodis, Datamatics, Infogain, Mphasis, Ness Digital Engineering, SLK Software, Yash Technologies, and Zensar Technologies

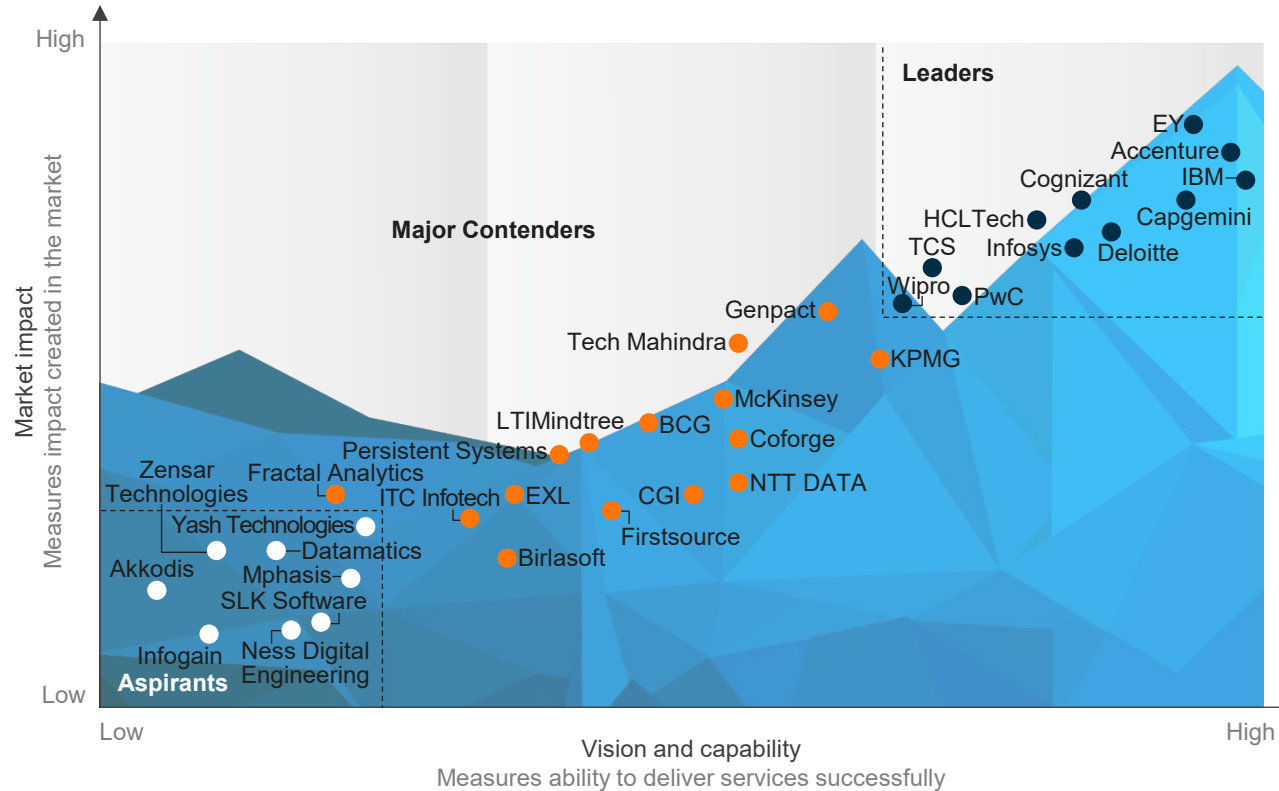
- Aspirants are typically in the early stages of building structured GCC transformation offerings, catering primarily to mid-market and smaller enterprise clients through lower-scale, function, and industry-specific transformation engagements
- Offerings are often deal-specific, with fewer standardized assets or transformation frameworks
- These providers may not yet have dedicated teams or mature transformation practices, and their focus is often on execution support rather than strategic advisory or innovation enablement
- Some aspirants are investing in building differentiated capabilities or partnerships to strengthen their positioning in this evolving space

# Everest Group PEAK Matrix®

Global Capability Center (GCC) Transformation Capabilities in India – PEAK Matrix® Assessment 2025 | HCLTech is positioned as a Leader

## Everest Group Global Capability Center (GCC) Transformation Capabilities in India – PEAK Matrix® Assessment 2025<sup>1,2</sup>

- Leaders
- Major Contenders
- Aspirants



<sup>1</sup> Assessments for BCG, Birlasoft, NTT DATA, EXL, and TCS excludes inputs from providers and are based on Everest Group's estimates that leverage Everest Group's proprietary data assets, provider's public disclosures, and interaction with buyers

<sup>2</sup> Analysis for Capgemini is based on capabilities before its acquisition of WNS

Source: Everest Group (2025)










# HCLTech

## Everest Group assessment – Leader

Measure of capability:  Low  High

### Market impact

### Vision and capability

Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
								

### Strengths

- Operates a strong India-based business for GCCs, leveraging domestic scale and talent depth to support transformation programs
- Strong presence across GCCs from North America, Europe, and APAC-based enterprises, with broad industry coverage
- Provides end-to-end GCC solutions by combining digital and transformation services with support from its engineering and software division
- Empowers GCCs to evolve into innovation hubs through its digital product suite and a global network of 70+ innovation labs, driving AI-led, industry-specific solutions and scalable transformation
- Contributes to thought leadership in the GCC domain by publishing blogs, organizing expert panels, and participating in industry forums
- Strategic investments in Indian tier-2 cities help in managing costs and accessing talent

### Limitations

- Relatively lower focus on advisory and consulting services compared to peers; relies on partnerships with strategy consulting and Big 4 firms to bridge the gap
- Dedicated GCC team is a recent addition and is at a relatively nascent stage of maturity compared to competitors
- Evidence of some execution gaps and early-stage inefficiencies, delaying measurable outcomes and long-term value realization
- Engagements are more common with small and midsize GCCs, with relatively lower penetration among large GCCs

## Market trends

GCC transformation is being fueled by rising demand for digital modernization, adoption of AI and automation, focus on innovation-led growth, talent upskilling, and increased emphasis on resilience and business value creation

### Market size and growth

- The provider-supported GCC market is on a strong growth trajectory, with momentum expected to sustain over the next 2-3 years. This market, which spans support for GCC setups, operations, transformations, and carve-outs / divestitures, is projected to double in size from US\$20 billion in 2024 to US\$40 billion by 2027
- Within this, the GCC transformation segment stands out as the fastest-growing area, acting as a key driver of overall market expansion. It is expected to post a 49% CAGR between 2024 and 2027, scaling from ~US\$3.2 billion to ~US\$10.6 billion

### Key drivers

#### Expansion of GCC footprint and maturity

In 2024 alone, over 350 new GCCs were established, pushing the total to more than 5,900 across offshore-nearshore geographies. As enterprises scale and formalize their global delivery models, they increasingly rely on providers to standardize operations, centralize services, and institutionalize best practices.

#### Mandate expansion beyond back-office support

GCCs are evolving into strategic hubs driving digital, high-value, and innovation programs, creating demand for providers to deliver end-to-end talent, technology, and operating model transformation.

#### Demand for efficiency and control

Enterprises are rebalancing delivery models by insourcing critical services into GCCs, aiming to strengthen operational control, cost optimization, and business alignment. This shift accelerates demand for providers to modernize legacy systems, redesign delivery architectures, and build scalable, future-ready models.

### Opportunities and challenges

#### Integration and collaboration

GCCs often operate in silos, with fragmented workflows and limited alignment with global enterprise priorities. Providers can drive end-to-end process harmonization by introducing standardized operating models and cross-functional collaboration platforms.

#### Technology modernization

Legacy IT systems, fragmented architectures, and resistance to change limit GCCs' ability to adopt modern technologies. Providers can modernize tech stacks with automation-first models and embedded AI/ML to transform GCCs into digital-first innovation hubs.

#### Innovation and value creation

Many GCCs remain stuck in transactional work, struggling to shift toward innovation and strategic value delivery due to gaps in talent, frameworks, and culture. Providers can co-create innovation labs, deploy accelerators, and bring design thinking to help GCCs experiment, prototype, and scale new business solutions.

# Provider landscape analysis

Accenture, EY, and IBM are the largest providers in the market

## Market share analysis of the providers

2025; percentage of overall market of GCC transformation services









1 Providers are listed alphabetically within each range

## Key buyer considerations

Users highlight experience, market credibility, and domain and technical expertise as the leading factors in their sourcing decisions, apart from fundamental price competitiveness

### Key sourcing criteria

High Priority Low		<b>Relevant experience</b> Provider experience in implementation of similar projects
		<b>Expertise</b> Domain knowledge and technical expertise
		<b>Previous experience</b> Experience of working with the same provider
		<b>Market perception</b> Recognition and market perception of the provider
		<b>Attractive pricing</b> Pricing to assess cost efficiency and commercial viability
		<b>IPs and partnerships</b> IPs developed by the provider along with breadth of its partnership ecosystem

### Summary analysis

Clients are increasingly seeking long-term partners that can deliver sustained value beyond transactional engagements. A provider's ability to align with enterprise priorities and contribute to continuous transformation is a key success factor.

Providers who can dedicate sufficient focus and attention, including direct access to senior leadership are valued. This level of engagement builds trust, enables faster decision-making, and ensures that the client feels prioritized. Smaller providers are often preferred over larger ones if they can offer this more customized and responsive focus.

The ability to quickly understand business context, demonstrate agility, and bring deep domain expertise is essential. Speed of response and tailored expertise enable providers to deliver relevant, impactful outcomes that resonate with client needs.

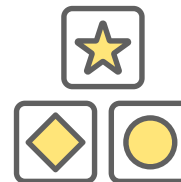
# Key takeaways for buyers

To meet evolving needs, buyers should favor providers that combine consistency, domain expertise, and adaptability with the proactive use of technology partnerships and industry-aligned IPs.



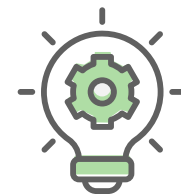
## Shift in provider mindset

Providers are moving from a reactive approach to a programmatic one – launching GCC practices, hiring talent with GCC experience, and building GCC-specific capabilities. Buyers should prioritize providers that demonstrate this evolved, pragmatic mindset.



## Depth and breadth of services

Many providers remain specialized in either IT or business process services, with limited end-to-end transformation capabilities. Buyers should select providers that can deliver a broader, integrated service portfolio.



## Innovation-led transformation

Providers are increasingly developing modular, domain-specific IPs in gen AI and agentic AI. Buyers should look for providers using such innovations to accelerate GCC transformation and business outcomes.

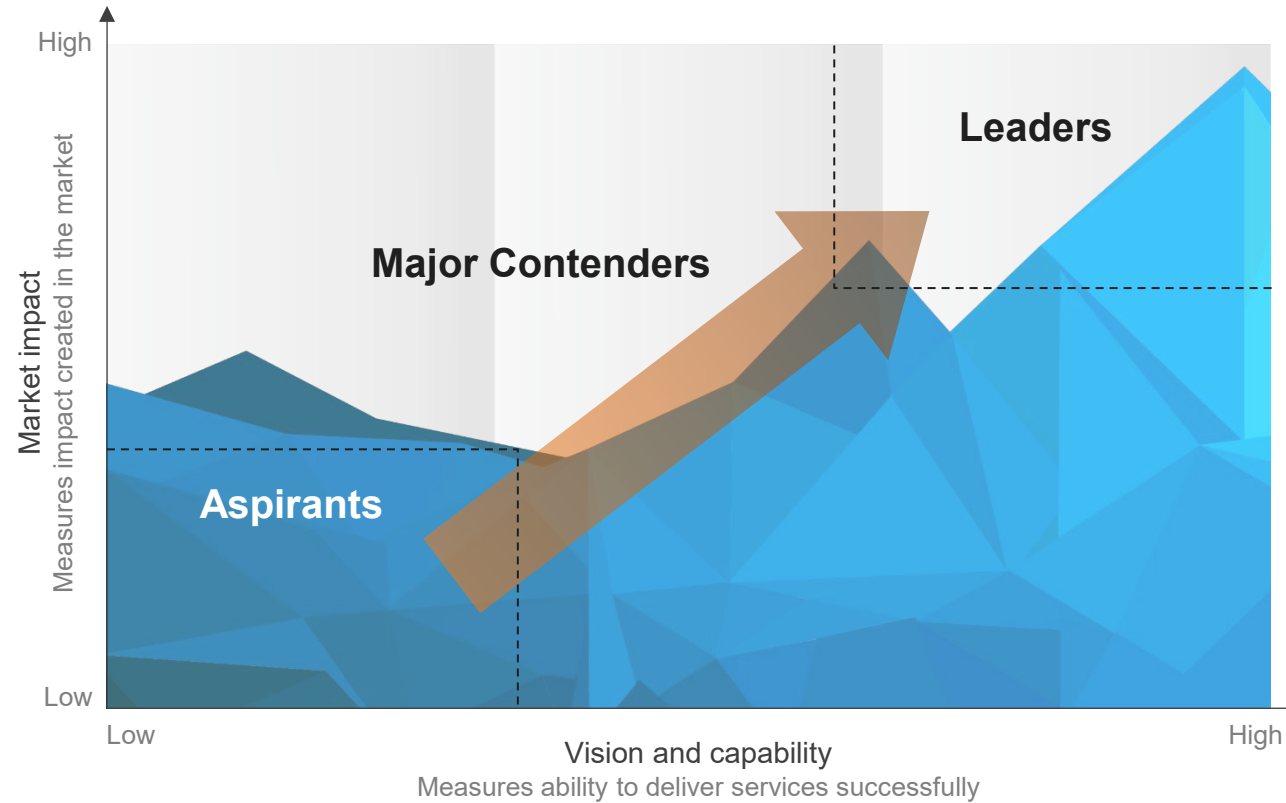
# Appendix

PEAK Matrix® framework

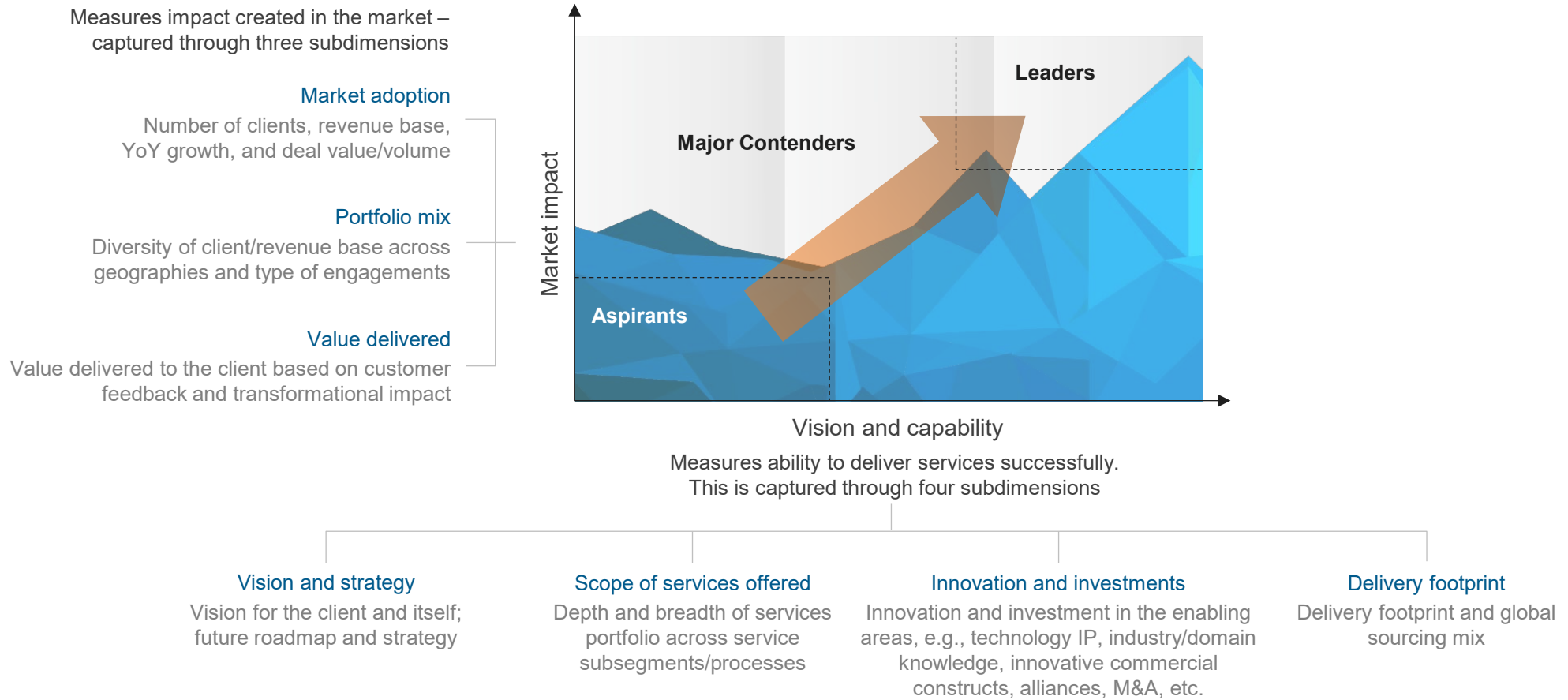
FAQs

# Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix



# Services PEAK Matrix® evaluation dimensions



## FAQs

**Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?**

**A:** Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

**Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?**

**A:** No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

**Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?**

**A:** A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

**Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?**

**A:** Enterprise participants receive summary of key findings from the PEAK Matrix assessment

For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

**Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?**

**A:** Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:

- Issue a press release declaring positioning; see our citation policies
- Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
- Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

**Q: Does the PEAK Matrix evaluation criteria change over a period of time?**

**A:** PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

# Stay connected

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