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GCC PLAYBOOK

Telangana's Blueprint for Growth

November 2024



Research Partner

UnearthInsight



Foreword

In today's rapidly evolving market, establishing Global Capability Centers (GCCs) is crucial for organizations aiming to enhance operational efficiency and drive innovation. Nasscom's GCC playbook serves as a practical guide for stakeholders—entrepreneurs, government entities, and corporate leaders—considering GCC setups in Telangana, India.

The objective is to provide a structured framework for planning, establishing, and managing GCCs, facilitating informed decision-making aligned with Telangana's economic development goals. Insights are derived from extensive research including interviews with industry leaders and case studies of successful GCC implementations.

Key findings highlight Telangana's rich talent pool in emerging technologies, robust government support through incentives and streamlined regulations, and a conducive infrastructure environment, particularly in cities like Hyderabad. The playbook emphasizes the importance of disaster management and business continuity planning as essential components of GCC operations.

Industry stakeholders can utilize this playbook as a strategic tool to navigate the complexities of GCC establishment, with detailed checklists and frameworks to enhance operational capabilities.

We hope you find this report useful, and as usual we welcome your comments at research@nasscom.in

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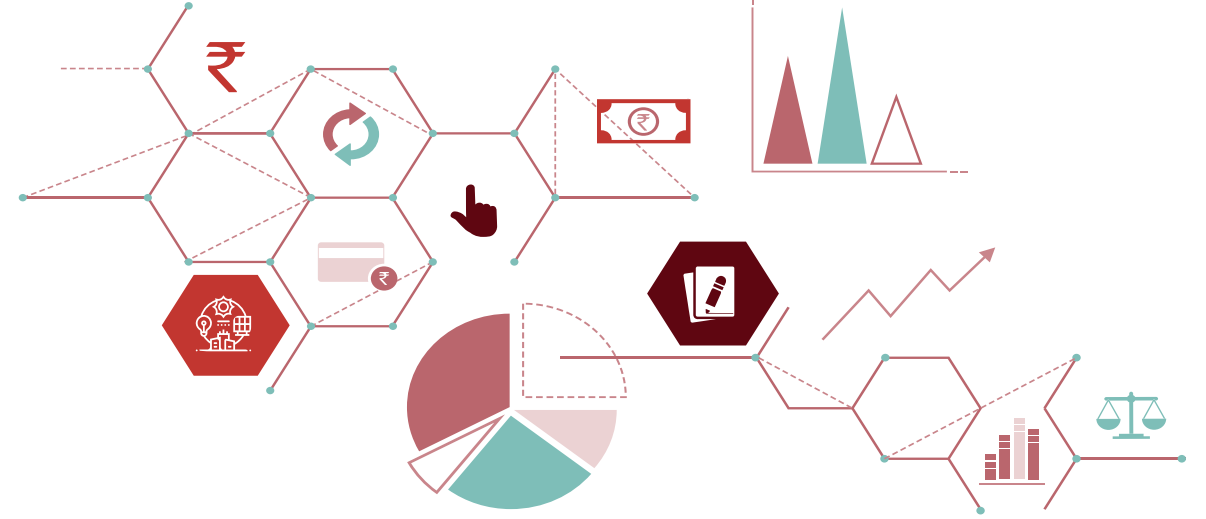
Executive Summary

- 1. Strategic Importance of GCCs:** GCCs are pivotal for organizations seeking innovation, talent access, business continuity, and cost optimization, with a focus on sectors like Healthcare, BFSI, and Automotive.
- 2. Comprehensive Setup Process:** Establishing a GCC involves a structured approach, including defining strategy and objectives, conducting feasibility analysis, selecting locations, engaging with government authorities, and ensuring compliance with legal and regulatory frameworks.
- 3. Key Considerations for Location:** Telangana is a prime location for GCCs due to its established ecosystem, availability of talent, supportive government policies, and infrastructure advantages, particularly in cities like Hyderabad, Warangal, and Karimnagar.
- 4. Government Support and Incentives:** The Telangana government offers various incentives, including tax benefits, streamlined regulatory processes through TS-iPASS, and support for labor law compliance, making it easier for companies to set up operations.
- 5. Infrastructure and Partnership Opportunities:** Collaborating with infrastructure partners, academia, and startups is crucial for GCC success. Special Economic Zones (SEZs) provide additional benefits, including tax exemptions and simplified compliance.
- 6. Talent Availability and Development:** The region boasts a diverse talent pool, with a focus on emerging digital skills such as AI, ML, and cybersecurity, essential for driving GCC growth and innovation.
- 7. Ongoing Compliance and Governance:** A robust legal and finance compliance checklist is necessary for both setup and ongoing operations, ensuring adherence to local regulations and standards.
- 8. Outlook for GCCs:** By 2030, GCCs are expected to play a significant role in India's technology ecosystem, with anticipated growth in market size, headcount, and capabilities.









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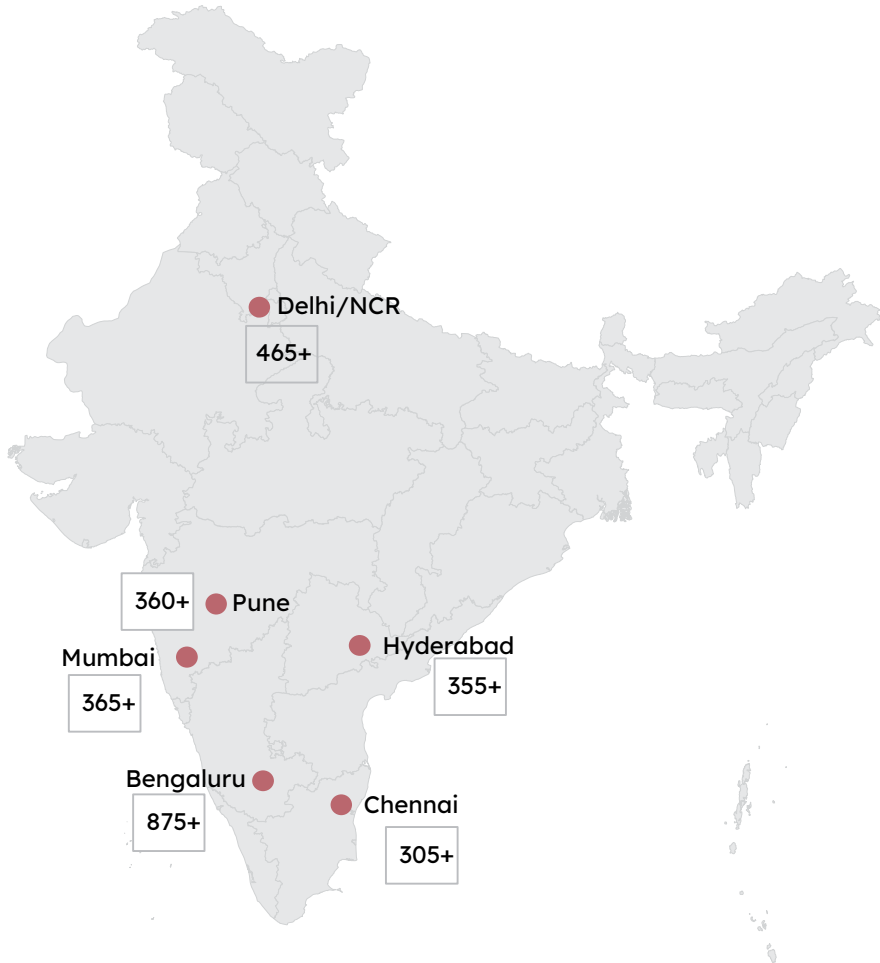
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India GCC
Landscape

The Indian GCC ecosystem has greatly expanded in the past few years

GCC distribution across India FY2024



1,700+

Total no of GCCs (FY24)

2,975+

Total no of GCC Units (FY23)

~4.6%

CAGR* No. of GCCs (FY19-FY24)

1.9 Mn+

Total Installed GCC Talent (FY24)

82,000+

Installed Tier II and Tier III GCC Talent

~6.3%

CAGR of Total Installed GCC talent (FY19-24)

USD 64.6 Bn

GCC Revenue (FY24)

USD 36.4 Bn

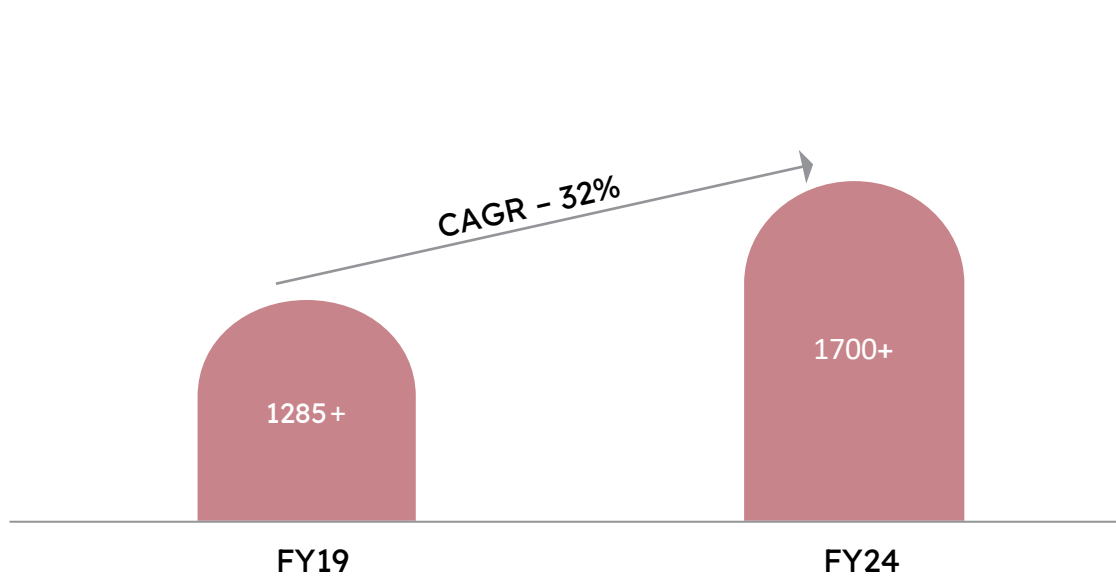
GCC Revenue - ER&D (FY24)

~9.8%

CAGR* GCC Revenue

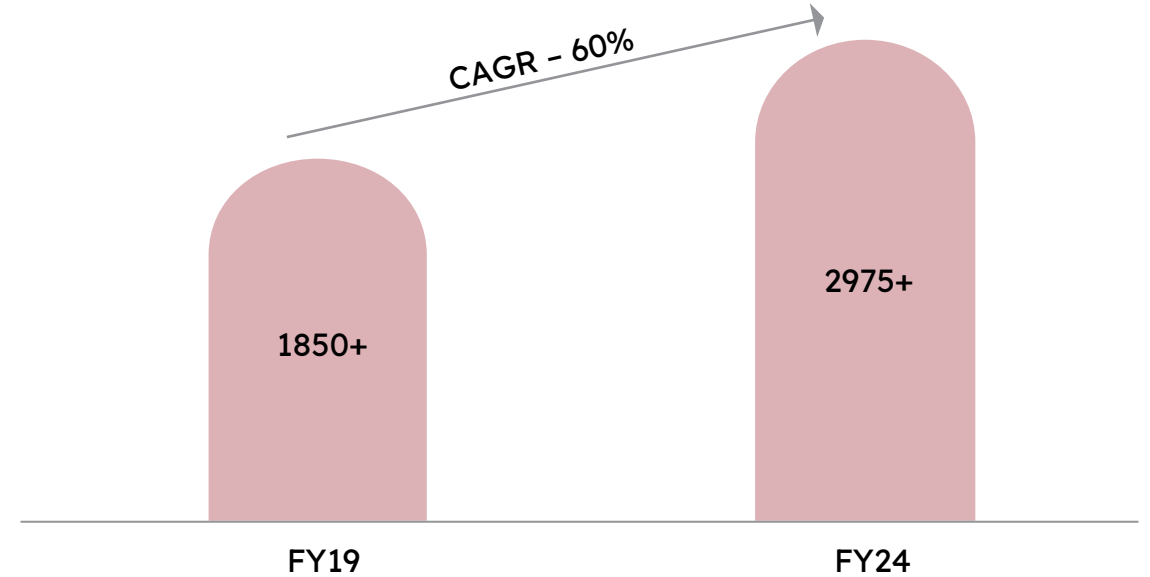
India has witnessed 400+ new GCCs and 1100+ new centers established in last 5 years

Number of GCCs in India (FY19-FY24)



- GCCs have witnessed **6X growth** in multi functional centres for **ER&D, IT, and BPM** over the past 5 years.
- Cloud adoption, widespread proliferation of digitalization and strategic long-term deals primarily drove the ER&D market in India.

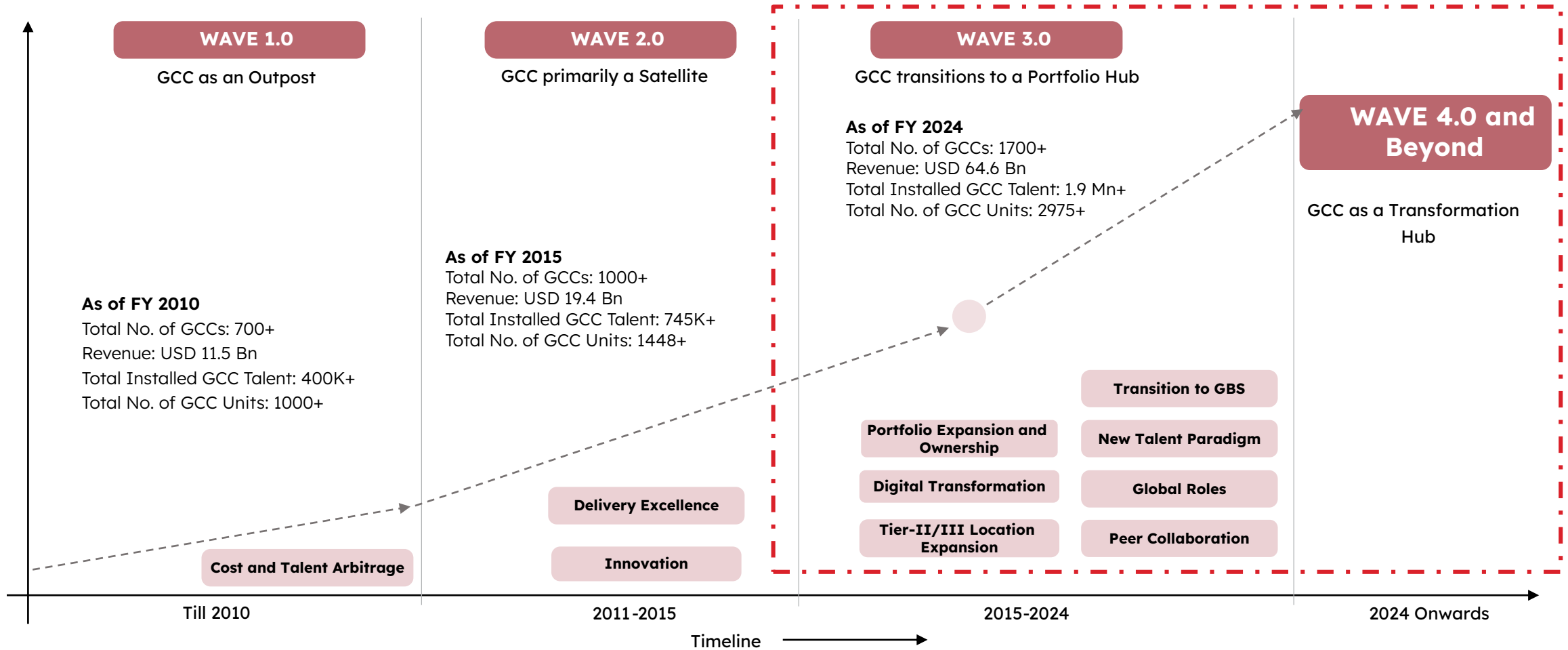
Number of GCC Units in India (FY19-FY24)



- Between FY2019 and FY2024, more than 400 new GCCs and 1,100+ new centers have been established in India, bringing the total number of GCCs to over 1,700.
- Increased demand around automation, application modernization, platformization and cybersecurity drove the IT market in India.

Source: nasscom Research, Zinnov and UneathInsight

GCCs have steadily matured over the years, with their numbers soaring and adding substantial value to India's Financial and Tech ecosystems



Source: nasscom Research, Zinnov and UneathInsight

Key impact pillars of GCCs in India

01 INDIA: THE “GCC CAPITAL OF THE WORLD”



2975+

GCC units in India, having the largest share in the world

India’s existing talent pool enables organizations to scale to a 1,000-member team with ease, establishing the country as a “mature” ecosystem

04 GCCs AND SERVICE PROVIDERS: A SYMBIOTIC RELATIONSHIP



3

key engagement models

GCCs and SPs are exploring Joint Ventures, Centres of Excellence, and Joint Risk Partnerships to drive innovation with SPs

02 GCCs IN INDIA: MATURITY ROADMAP



44%

Of the GCCs have transitioned into the Portfolio Hub over the last decade

As GCCs mature, GCCs take on end to end portfolio ownership, drive innovation, are multi-functional centres and drive peer collaboration

05 EXPANSION OF GLOBAL ROLES IN INDIAN GCCs



6500+

Over the last five years, the presence of Global Roles in India has expanded significantly, with over 6,500 such positions now established

Engineering function leadership is growing rapidly, with nearly one-fourth of global roles belonging to the Engineering function

03 INDIA’S DOMINANCE: HIGH-END ENGINEERING TECH ROLES



~32%

Of the GCCs in the Transformation Hub have a high Product Management talent intensity* >20%

As GCCs mature, newer roles like Quantum Architect, AI Ethics Officer, ML-based Cybersecurity Expert have emerged

06 INDIAN GCCs TAKING THE LEAD IN DRIVING AI-LED TRANSFORMATION



120K+

India’s GCCs boast a remarkable pool of over 120K+ AI professionals across their capability centres and COEs

Over 185 GCCs in India have COEs for AI/ML, with 30% in the Software & Internet vertical

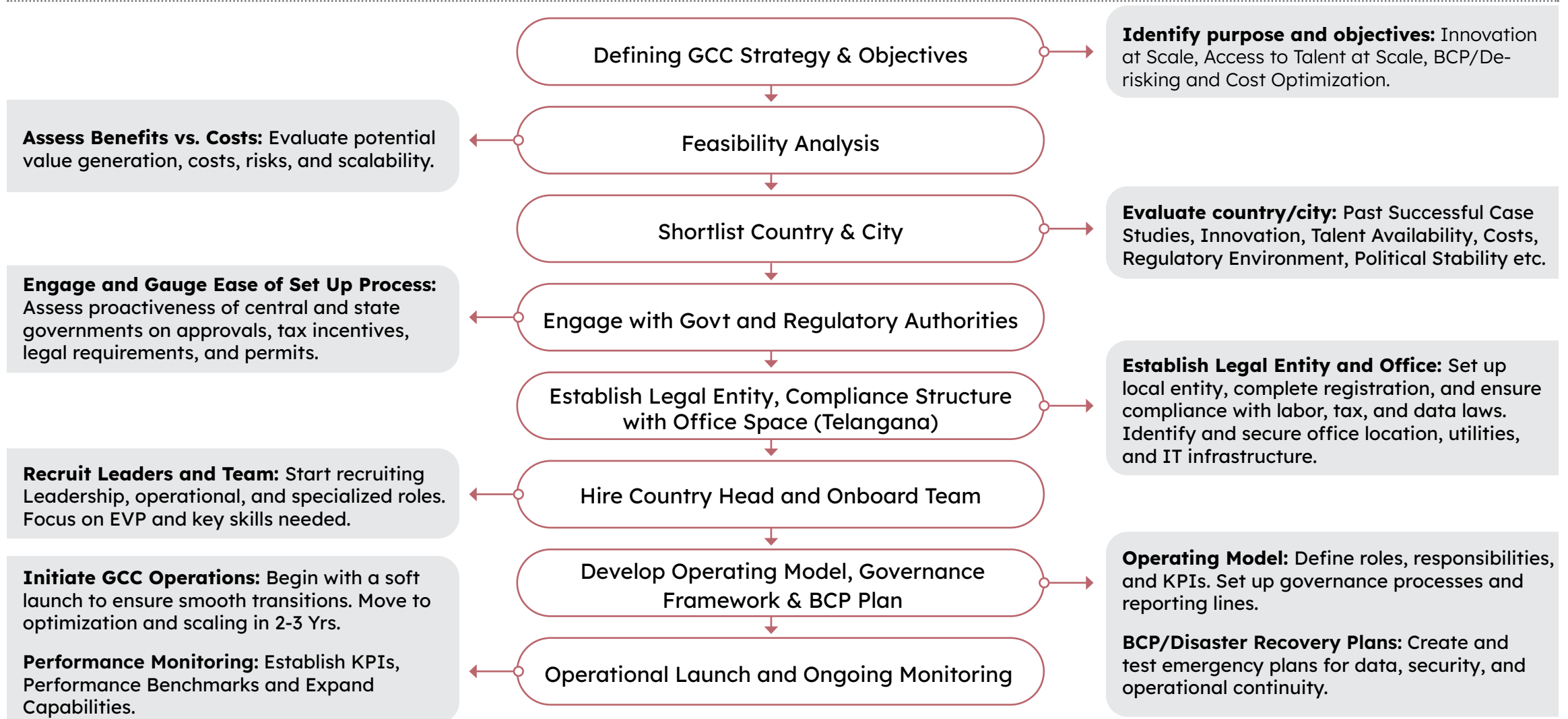
Source: nasscom Research, Zinnov and UearthInsight



Setting up a **GCC in India**



Setting up a GCC- a 8 step process



Source: UnearthInsight GCC Databank (Interviews of CFO/CIO/CTO and Past GCC Set Ups in India, Turkey, China, Philippines and Poland)

Setting up a GCC starts with choosing the right offshoring entity structure for growth

Illustrative



India as a Market + GCC

Separate Business Entity - Sells Products, Services or Platforms

Separate India GCC Entity



India as GCC/Capability Centre

Separate India GCC Entity

96% Private Ltd

4% LLP - Example Gojek (GoProducts or Northern Tool)

Separate GCC for High End R&D & Tech Services

Higher Transfer Pricing

Separate GCC for Operations/BPM Services

Relatively Lower Transfer Pricing

GCCs with Multiple Business and R&D/Tech Centers

Global Enterprise	# of Entities in India
Google	6 (4 Business & 2 GCC)
Microsoft	5 (4 Business & 1 GCC)
Hexagon	2 (1 Business & 1 GCC)

GCCs R&D, Tech & Operations for Compliance

Global Enterprise	# of Entities in India
Franklin Templeton	3 (1 Business & 2 GCC)
SAP	2 (1 Business & 1 GCC)
Amazon	6 (4 Business & 2 GCC)

GCCs Only R&D or Tech Centers in India

Global Enterprise	# of Entities in India
Gojek (Goproducts)	1 GCC Entity
Northern Tool	1 GCC Entity
RealPage	1 GCC Entity

Source: GCC Interviews by UneathInsight and nasscom Research

Key considerations while setting up GCC

5 Key Considerations for GCC Set Up

Cities for GCCs

- **Identify key main cities** within the state with an overall established and stable ecosystem to set up the GCC
- **Identify the ecosystem** with respect to academia, startups, other GCCs, etc. to form partnerships

Partners for GCC

- **Infrastructure Partners**
 - Real Estate Developers and SEZ Provider Partner that offer office spaces, especially in IT Parks or Special Economic Zones (SEZs).
- **Talent Partners** – Recruitment Agencies, RPO, Staffing/Manpower Solutions and HR and Payroll Companies.
- **Academia Partners**
 - Collaborating with Universities/Institutes & Skill Development Programs.
- **Startup Partners** – Innovation Hubs, Incubation & Accelerator Programs

Infrastructure

- **Special Economic Zones Benefits** – Special Economic Zones (SEZ) & Tech Parks provide tax incentives, streamlined regulatory clearances, and other business benefits
- **Connectivity and Transport**
 - Airport Access
 - Road and Public Transport
 - Last-Mile Connectivity
- **Affordable Housing**
- **Telecom and Data Connectivity**

Govt Stakeholders/ Depts

- **Identify key departments** to help set up the GCCs
This may include Dept of IT, Dept of Industries, other infrastructure corporations, municipal corporations, ministries of urban development, finance departments etc.

Operations/ BCP

- **Operations** – When setting up a GCC in a state, certain state-level departments and entities are crucial for support, regulatory compliance, and partnerships.
- **BCP/Disaster Mgmt.** – Knowing & Understanding state departments/entities is essential for navigating BCP, Disaster situations, regulations, obtaining clearances, and ensuring smooth BCP for existing GCCs

Recommended checklist for GCCs planning to setup in India

Pre-Establishment Phase

- Market Research and Feasibility Study
- Business Plan
- City or Location Selection

Legal and Regulatory Compliance

- Business Registration
 - Incorporation Certification
- Tax Registration
 - PAN
 - TAN
 - Goods and Services Tax (GST) Registration
- Industry-Specific Licenses and Permits (R&D, IT/ITES licenses etc.)
 - Software Technology Parks of India (STPI) Registration
 - Special Economic Zone (SEZ) Approval
- Labor License (Register)
 - Shops and Establishments Act:
 - Provident Fund (PF) Registration:
 - Employee State Insurance (ESI) Registration:
 - Professional Tax Registration:
 - Contract Labor (Regulation and Abolition) Act Registration:
- Foreign Direct Investment (FDI) Compliance
- Environmental and Safety Compliance
 - Pollution Control Board Clearance:
 - Fire Department Clearance/NOC:
- Intellectual Property
 - Trademark Registration:
 - Patent Registration: If applicable.

Compliance and Governance

- Data Protection and Privacy
 - Data Protection Compliance: IT Act, 2000.
 - Cybersecurity Framework:
- Operations or Legal Compliance
 - Import Export Code (IEC): If the GCC involves import/export activities.
 - RBI Approvals for Foreign Investment:
 - Obtain ISO Certifications: e.g., ISO 27001
- Regular Compliance
 - Annual Filings with MCA:
 - Statutory Audits: as per the Companies Act, 2013.
 - Tax Audits
 - Compliance with Labor Laws:
- Health and Safety
 - Health and Safety Compliance
- Anti-Corruption and Anti-Bribery
 - Anti-Bribery Compliance:

Infrastructure, HR & Operations

- Infrastructure
 - Office Space
 - IT Infrastructure
 - Utilities and Facilities
- HR & Operations
 - Recruitment
 - Onboarding
 - Standard Operating Procedures (SOPs)
 - Technology and Tools
 - Vendor and Partner Agreements

Marketing & Risk Management

- Marketing
 - Soft Launch
 - Pre-Setup Marketing / Branding
 - Official Launch
- Risk Management
 - Business Continuity Plan
 - Insurance

Perf Monitoring & Benchmarking

- Marketing
 - Performance Monitoring
 - Metrics Benchmarking
 - Client and Stakeholder Management
- Benchmarking
 - Annual Metrics Benchmarking
 - Best Practice Research
 - Maturity Assessment



Telangana GCC

Ecosystem

Telangana has a good mix of existing and upcoming technology hubs

Prominent Established Hubs in Telangana



100% GCCs in Hyderabad

Upcoming GCC Hubs

Warangal is rapidly developing into a significant IT hub, aims to attract IT companies to establish operations outside Hyderabad.

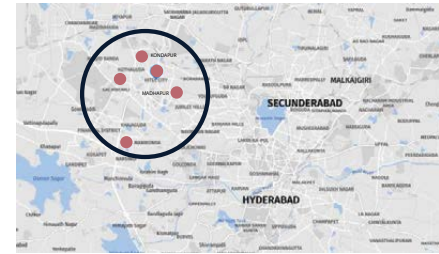
Companies like LTI Mindtree, Genpact, and Cyient have already set up offices here. Warangal's proximity to Hyderabad and the presence of well-established educational institutions like the National Institute of Technology (NIT) Warangal make it a suitable choice for tech expansion.

Karimnagar is being promoted as a potential tech hub under the state's initiative to develop tier-2 cities. The Karimnagar IT Tower was inaugurated to accommodate tech startups and IT service providers.

Nizamabad, located in northern Telangana, is being developed as a tech hub with an emphasis on attracting BPOs and IT companies. The city's strategic location near Maharashtra and the presence of IT incubation centers make it a growing tech hub outside Hyderabad.

Source: Invest Telangana, nasscom Research, Zinnov and UneathInsight

Hotspots of Hyderabad



70-75%

HITEC City - Home to many multinational corporations like Microsoft, Google, Facebook, and Oracle.

15-20%

Gachibowli - Hosts numerous IT companies, especially those specializing in financial services and technology.

9-10%



India's first organized cluster for Life Sciences R&D and Clean Manufacturing with 200+ Firms.



~20+ Global Pharma/LifeSciences Firms.

Novartis, GlaxoSmithKline, Ferring Pharma, Chemo, DuPont, Ashland, United States Pharmacopeia, Lonza etc.

~15,000+ Scientists, Doctors & Clinical Life Sciences Professionals.

Emerging hubs

Madhapur - Houses ~100+ IT firms, startups across 20+ business parks.

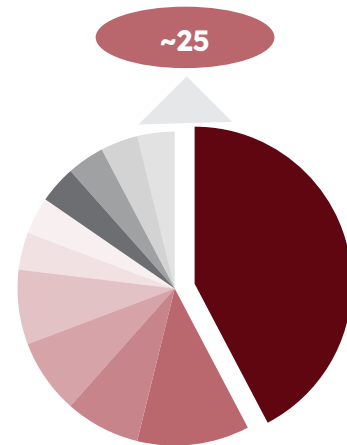
Kondapur - Rapid development due to its proximity to major IT hubs and hosts several IT companies and commercial complexes.

Manikonda - Attracted IT Services and startups. It is well-connected to other major IT areas like HITEC City and Gachibowli.

Telangana's rises as a global business hub - 30% of new GCCs in the last 5 years have chosen the state



Total no of GCC entrants in FY23-24



- Software & Internet
- Electrical & Electronics
- FMCG
- Semiconductor
- Pharmaceuticals
- Retail
- Medical Devices
- Telecommunications
- BFSI
- Automotive
- Professional services

Source: nasscom Research, Zinnov and UearthInsight

- **Primary Choose for Newer GCCs** - Hyderabad has been the primary target for the new entrants. Factors such as the Quality of Infrastructure, Availability of highly skilled talent, tech innovation, and evolving startup ecosystem has propelled Hyderabad into a leading destination for GCCs.
- **State Govt Support** - Key provisions offered by Telangana government includes land subsidy, IT park incentive, stamp duty, industrial power tariff, IP/patent support.
- **State Govt Skilling Investment** - 'TASK' mission to skill 10,000 in five years, 75% training fee for courses, design houses, IIT, IIIT, ISB.

Reasons for Choosing Telangana

- ➔ **Infrastructure Quality** ➔ **New Office Space** - Clustered Office Space targeting GCCs from across sectors & Planned Infra Development. ~4-6 Mn Sq. Ft new office space for GCCs over next 3-5 yrs. <60 Min to travel time within HiTech City & office clusters.
- ➔ **Industry & State Innovation Hubs** ➔ **50+ GCCs engage with T-Hub, We Hub, Telangana State Innovation Cell (TSIC)** to foster high value work, with many GCCs involved in research and development, product design, and advanced analytics.
- ➔ **Talent Availability** ➔ Telangana has a significant pool of **1-1.11 Lakhs college graduates**, with a substantial portion possessing **technical and engineering expertise 80-90k**, and specializing in **non-technical fields 20-30k**.
- ➔ **Seismic Safety and Infrastructure** ➔ Hyderabad's location in Seismic Zone II makes it a **safe and reliable location for data centers and AI hyperscaler infrastructure**.
- ➔ **Quality of Living and Talent Pool** ➔ Hyderabad's **high quality of living and low pollution levels** attract top tech talent, making it an ideal location for innovation and technological advancement.

Diverse Telangana GCC ecosystem across various industries

Illustrative

Automotive



Software & Internet



BFSI



Transportation & Heavy Engineering



Retail / CPG



Telecom and Networking



Semicon, Electrical and Electronics



Aerospace and Defence



Medical Devices





Playbook to set up
an upcoming **GCC** in
Telangana



Key considerations while setting up GCC

5 Key Considerations for GCC Set Up

Cities for GCCs

- **Identify key main cities** within the state with an overall established and stable ecosystem to set up the GCC
- **Identify the ecosystem** with respect to academia, startups, other GCCs, etc. to form partnerships

Partners for GCC

- **Infrastructure Partners**
– Real Estate Developers and SEZ Provider Partner that offer office spaces, especially in IT Parks or Special Economic Zones (SEZs).
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- **Academia Partners**
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- **Startup Partners** – Innovation Hubs, Incubation & Accelerator Programs

Infrastructure

- **Special Economic Zones Benefits** – Special Economic Zones (SEZ) & Tech Parks provide tax incentives, streamlined regulatory clearances, and other business benefits
- **Connectivity and Transport**
 - Airport Access
 - Road and Public Transport
 - Last-Mile Connectivity
- **Affordable Housing**
- **Telecom and Data Connectivity**

Govt Stakeholders/ Depts

- Identify key departments to help set up the GCCs
- This may include Dept of IT, Dept of Industries, other infrastructure corporations, municipal corporations, ministries of urban development, finance departments etc.

Operations/ BCP

- **Operations** – When setting up a GCC in a state, certain state-level departments and entities are crucial for support, regulatory compliance, and partnerships.
- **BCP/Disaster Mgmt.** – Knowing & Understanding state departments/entities is essential for navigating BCP, Disaster situations, regulations, obtaining clearances, and ensuring smooth BCP for existing GCCs

Telangana has established as well as emerging cities for setting up GCCs

Illustrative

Location Options

	Hyderabad	Warangal	Karimnagar
Hotspots	<ul style="list-style-type: none"> Established – HITEC City, Gachibowli & Madhapur Emerging – Kondapur, Nanakramguda & Raidurg 	<ul style="list-style-type: none"> Established – SEZ Warangal IT Park Emerging – Kazipet, Bheemunipatnam, Hanamkonda, Siddipet, Bollaram 	<ul style="list-style-type: none"> Established – Karimnagar IT Tower Emerging – Industrial Development Areas (IDA), Kothapet and Manthani
# of IT Companies/GCCs	<ul style="list-style-type: none"> 355+ GCCs 2000+ Tech Services Firms 500+ Tech Start-ups 	<ul style="list-style-type: none"> 500+ Tech Services Firms Few Tech Start-ups No GCCs as of now 	<ul style="list-style-type: none"> 50+ Tech Services Few Tech Start-ups No GCCs as of now
Talent Pool	<ul style="list-style-type: none"> ~500,000 Tech, R&D and BPM Professionals (~200,000-250,000 GCC Professionals) 	<ul style="list-style-type: none"> ~40,000 Tech, R&D and BPM Professionals 	<ul style="list-style-type: none"> ~15,000 Tech, R&D and BPM Professionals
Academic/Colleges	<ul style="list-style-type: none"> ~70-80K Graduates per Year 200+ Colleges/Universities 	<ul style="list-style-type: none"> ~15-20K Graduates per Year 50+ Colleges/Universities 	<ul style="list-style-type: none"> ~7-9K Graduates per Year 20+ Colleges/Universities
Connectivity and Transport	<ul style="list-style-type: none"> Rajiv Gandhi International Airport Hyderabad Metro Rail Inner Ring Road and Outer Ring Road 	<ul style="list-style-type: none"> Warangal Airport – Domestic (Not in use) Proposed Warangal Metro Neo 	<ul style="list-style-type: none"> Proposed Domestic Airport Four-Laning Karimnagar-Warangal section of NH-563
Affordable Housing & Residential	<ul style="list-style-type: none"> 400-500 Mn Sq Ft & 50-60 Mn Sq Ft Upcoming Rental – INR 25-35K for 1,000 Sq Ft 	<ul style="list-style-type: none"> 10-20 Mn Sq Ft & 5-10 Mn Sq Ft Upcoming Rental – INR 10-20K for 1,000 Sq Ft 	<ul style="list-style-type: none"> 5-10 Mn Sq Ft & 3-5 Mn Sq Ft Upcoming Rental – INR 9-15K for 1,000 Sq Ft

Source: UearthInsight estimates

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A strong partner ecosystem supports GCC set-ups in Telangana

Illustrative

Partners for GCC

Hyderabad

Warangal

Karimnagar

GCC Consulting Partners

Specialists in helping companies set up Global Capability Centers (GCCs) in India offering site selection, legal and regulatory compliance, talent acquisition, and infrastructure setup.

- | | | | |
|--|--|---|--|
| <ul style="list-style-type: none"> • ANSR • Deloitte • EY | <ul style="list-style-type: none"> • KPMG • UnearthInsight • Zinnov | <ul style="list-style-type: none"> • CaptiveAide • FutureFactor360 • Gloplax | <ul style="list-style-type: none"> • PWC • Summit consulting |
|--|--|---|--|

Infrastructure Partners

Partnering with the right infrastructure and office space providers is crucial for an upcoming Global Capability Centers (GCCs) and below infrastructure consultants have a dedicated team focused on Telangana region providing suitable office spaces.

- | | | | |
|---|---|---|---|
| <ul style="list-style-type: none"> • CBRE • Cushman & Wakefield • JLL (Jones Lang LaSalle) | <ul style="list-style-type: none"> • Knight Frank • Savills India | <ul style="list-style-type: none"> • CBRE • JLL (Jones Lang LaSalle) • STPI Warangal | <ul style="list-style-type: none"> • CBRE • JLL (Jones Lang LaSalle) • Karimnagar IT Tower |
|---|---|---|---|

Talent Partners

Talent acquisition and RPO partners are critical for an upcoming GCC to build core team & scale faster. Below partners have a dedicated team focused on Telangana region.

- | | | |
|---|--|--|
| <ul style="list-style-type: none"> • Adecco India • Kelly Services • Randstad India • Talent500 | <ul style="list-style-type: none"> • ABC Consultants • Randstad India • Talent500 • TeamLease Services | <ul style="list-style-type: none"> • Bompat Recruiters Pvt Ltd • Innov • Talent500 • Upaadhi Software Solution |
|---|--|--|

Startup Partners

GCCs need to drive innovation, R&D, and digital transformation hence Start-up Innovation Partners are very critical for value creation and impact. Below partners in Telangana region have been working with GCCs as innovation hubs.

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • CIE IIIT H • iTIC • RICH (Research and Innovation Circle of Hyderabad) • T-Hub • TSIC (Telangana State Innovation Cell) | <ul style="list-style-type: none"> • IT Incubation Center Warangal • National Institute of Technology, Warangal • SR Innovation Echange (SRiX) TBI | <ul style="list-style-type: none"> • IT- Incubation Centre Karimnagar • Maargam District Innovation Centre |
|---|---|--|

Choosing the right offshoring set up and growth partner is essential in the initial set up phase

Illustrative

Partners for GCC

01 Consulting Partners – large consulting organizations



Suitable for Large Enterprises



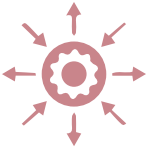
02 Specialized/Boutique Partners – integrated / hybrid services organizations

Suitable for Mid to Large Enterprises



03 Independent Consultants – ex-GCC heads/ CXOs

Suitable for SMB/Small Companies



One Stop Shop for Large Enterprises

Differentiation – Tax, Audit & Compliances

Agile Models – Accelerator, GCoE, BoT, Full Scale GCC

Differentiation – Playbook for Success, Talent & Infra Advisory

GCC Visionaries – Fit for Size & Scale

Differentiation – Operational Maturity



Pre-Set Up 1-2 Months

Fully Operational 3-4 Months

<1 Months

<1 Months

<1 Months

<1 Months

Source: GCC Interviews by UneathInsight and hasscom Research

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Various stakeholders and state departments offer support to new GCCs

Illustrative

Govt Depts

Invest Telangana

Role: A dedicated initiative to attract investments and promote ease of doing business, providing support for potential investors looking to establish GCCs.

Telangana State Technology Services (TSTS)

Role: Provides IT infrastructure support and digital services to government and industry.

Municipal Administration & Urban Development

Role: Involved in urban planning and infrastructure development to support new GCCs.

Telangana Industrial Health & Safety Department

Role: Ensures compliance with health and safety regulations for industrial and IT establishments.

Telangana Department of Labour

Role: Ensures compliance with labor laws and regulations, supports workforce management initiatives.

Telangana State Industrial Investment Corporation (TSIIC)

Role: Facilitates investment and industrial development, assists in land acquisition and approvals.

Department of Information Technology, Electronics & Communications

Role: Formulates IT policies, promotes IT investment, and supports the growth of the IT ecosystem.

Telangana Finance Department

Role: Manages financial incentives, grants, and subsidies available for GCCs.

Telangana State Innovation Cell (TSIC)

Role: Builds and nurtures the Culture of Innovation in the state and as a one stop shop for identified innovators, start-ups, entrepreneurs, and innovation catalysts.

Telangana State Police

Role: Ensures security and safety for new establishments, especially in IT parks and industrial zones.

T-Hub

Role: Building and nurturing partnerships with global corporations, investors, government bodies, and academic institutions and innovation and entrepreneurship promotion through events, hackathons, workshops etc.

Source: GCC Interviews by UneathInsight and nasscom Research

Key considerations while setting up GCC

5 Key Considerations for GCC Set Up

Cities for GCCs

- Identify key main cities within the state with an overall established and stable ecosystem to set up the GCC
- Identify the ecosystem with respect to academia, startups, other GCCs, etc. to form partnerships

Partners for GCC

- **Infrastructure Partners**
 - Real Estate Developers and SEZ Provider Partner that offer office spaces, especially in IT Parks or Special Economic Zones (SEZs).
- **Talent Partners** – Recruitment Agencies, RPO, Staffing/Manpower Solutions and HR and Payroll Companies.
- **Academia Partners**
 - Collaborating with Universities/Institutes & Skill Development Programs.
- **Startup Partners** – Innovation Hubs, Incubation & Accelerator Programs

Infrastructure

- **Special Economic Zones Benefits** – Special Economic Zones (SEZ) & Tech Parks provide tax incentives, streamlined regulatory clearances, and other business benefits
- **Connectivity and Transport**
 - Airport Access
 - Road and Public Transport
 - Last-Mile Connectivity
- **Affordable Housing**
- **Telecom and Data Connectivity**

Govt Stakeholders/ Depts

- Identify key departments to help set up the GCCs
- This may include Dept of IT, Dept of Industries, other infrastructure corporations, municipal corporations, ministries of urban development, finance departments etc.

Operations/ BCP

- **Operations** – When setting up a GCC in a state, certain state-level departments and entities are crucial for support, regulatory compliance, and partnerships.
- **BCP/Disaster Mgmt.** – Knowing & Understanding state departments/entities is essential for navigating BCP, Disaster situations, regulations, obtaining clearances, and ensuring smooth BCP for existing GCCs

Continued focus on operations & business continuity exists through various departments and stakeholders within the state

Illustrative

Ops/BCP

Departments for running smooth operations in GCCs

Telangana State Government's Investment Promotion Cell - [Invest Telangana](#)

Role - Facilitates investment in GCCs, provides support for business setup, and promotes favorable policies for new businesses.

Industries and Commerce Department - [Department of Industries and Commerce](#)

Role - Supports industrial growth, provides regulatory guidance, and aids in establishing new businesses within Telangana.

Telangana State Industrial Infrastructure Corporation - [TSIIC](#)

Role - Develops industrial parks and infrastructure, ensuring availability of necessary facilities for GCCs.

Municipal Administration and Urban Development Department - [MA&UD](#)

Role - Oversees urban planning and infrastructure development, ensuring essential services are maintained for GCCs.

Labour, Employment and Training - [The Labour Employment Training and Factories Department](#)

Role - Manages workforce regulations, supports employment initiatives, and ensures labor compliance.

Telangana Academy for Skill and Knowledge - [TASK](#)

Role - Provides skill development programs to enhance workforce capabilities, ensuring a skilled workforce for GCCs and IT companies.

Departments for BCP/Disaster Response for GCCs

Telangana Disaster Management Cell - [GHMC](#)

Role - TDMC plays a crucial role in supporting Global Capability Centers (GCCs) and IT companies during emergencies or Business Continuity Planning (BCP) situations.

Telangana State Disaster Response and Fire Services - [TGFS&CDTI](#)

Role - Responds to fires and emergencies, conducts fire safety inspections, provides training, and ensures compliance with safety regulations.

Telangana State Electricity Regulatory Commission - [TSERC](#)

Role - Regulates electricity supply and tariffs, ensures reliable power during emergencies, and facilitates emergency power restoration for business continuity.

World Congress on Disaster Management - [WCDM](#)

Role - Facilitates knowledge sharing, best practices, and collaboration among stakeholders to improve disaster management strategies.

Office of the District Fire Officer

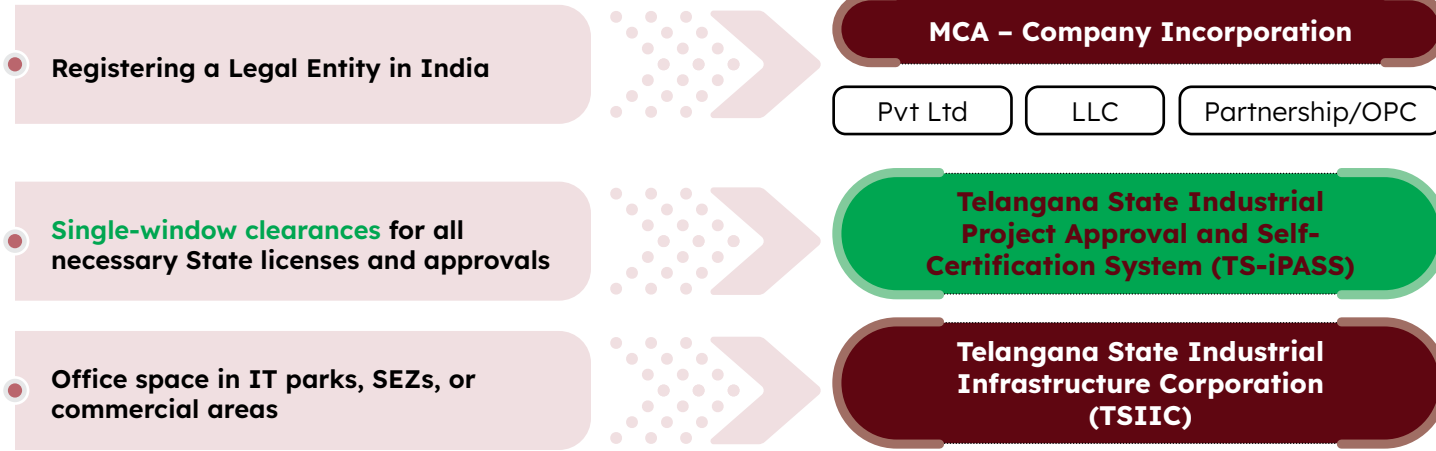
Role - Oversees fire safety compliance, conducts inspections, and coordinates local fire response efforts for businesses.

Cyber Security Department - [The Telangana Cyber Security Bureau & Cybersecurity Centre of Excellence \(CCoE\)](#)

Role - Provides cybersecurity guidance, responds to cyber incidents, supports incident recovery, and helps organizations implement security best practices.

Telangana offers single window clearances for state registrations, licenses and approvals for new GCCs

Overall drivers



Nasscom Council in Hyderabad

nasscom Enables GCC Visits/ Showcase Existing GCC Ecosystem



Absence of Single-window clearances below approvals, licenses and agencies support required

Greater Hyderabad Municipal Corporation (GHMC)

State Trade license to operate business legally

Telangana Labor Department

Register under the Shops & Establishments Act

Telangana Commercial Tax Department

State Level Professional Tax, GST Registration

Employee State Insurance Corporation (ESIC) & Employee Provident Fund (EPF)

State Level Labor/ Employee Compliances

Telangana Fire Services, State Pollution Control Board (PCB)

State Level Environment Clearances

TSSPDCL & HMWSSB

State Level Electricity, Water Supply & Sewerage Board Clearances

Source: GCC Interviews by UneathInsight and nasscom Research



Telangana Value Proposition



Telangana- a proactive state with infrastructure, ecosystem partners and innovation hubs

Overall drivers



Proactive State with Pro-Business Environment

- **Telangana IT Policy and TSiPASS** – Simplifies and fast-tracks the **approval process to less than 1-2 week** for businesses, encouraging more GCCs to set up operations in Hyderabad.
- **Proactive Bureaucrats enabling GCC**
 - **Access to Administrators** – GCCs Direct Access to Principal Secretary (Jayesh Ranjan), Chief Secretary, MA&UD, MCRHRD & Chief Minister.
 - **Global Roadshows** – US and Europe Roadshows to attract GCCs to state by CMs IT Team.



Robust & Scalable Infrastructure

- **Planned Infrastructure** – Hi-Tech City and Financial District provide scalable space solutions.
- **Superior Transportation Network** – Comprehensive transportation network ensuring efficient movement of people and goods, which is crucial for global operations and business activities.
 - **<30-45 Min** Connectivity from Rajiv Gandhi International Airport (RGIA) to Hi-Tech which houses 80% of GCCs
 - **45-60 Min** Talent movement through Hyderabad Metro Rail, Public Buses & Traffic mgmt.



State Govt Tie-ups and Partnerships

- **Exclusive GCC Partners** – MoUs with firms like ANSR, Deloitte etc. to bring GCCs to the state.
- **T-Works (Telangana Govt Initiative)** – India's largest prototyping centre for innovators.
- **Banking Federation** to develop grass root talent in the state.
- **Direct CSR for Grassroot Talent** – Primary and secondary school talent development through CSR funds with GCCs (Example Wells Fargo)
- **Hub and Spoke Model** – Warangal slowly emerging as C option



Innovation Hubs – State Sponsored

- **T-Hub** – Premier innovation hub and ecosystem enabler for GCCs, Tech Services and Start-ups based out of Hyderabad.
- **University Ecosystem** – GCCs have dedicated Innovation centers & partnerships with ISB, IIT, IIIT-H, University of Hyderabad etc. for Research collaborations & talent development.
- **Growing Start-up Ecosystem** – Nascent stages but Start-up, Investors and M&A ecosystem is growing.

Various options for infrastructure available for setting up a GCC in Telangana

Illustrative

Infrastructure

Hyderabad

- **Office Space (CBD & Non-CBD) – ~75-80 Mn sq. ft.**
- **Brief** – Hyderabad has one of the largest IT corridors in India. Significant growth in demand for Grade-A office spaces driven by IT, GCCs, and tech firms.
- HITEC City
- [Raheja Mindspace IT Park](#)
- [Mindspace IT Park](#)
- [WeWork Hyderabad](#)
- **Upcoming Clusters – Kondapur IT Cluster (~2-3 Mn sq. ft.), Kokapet SEZ (~5-6 Mn sq. ft.)**

Warangal

- **Office Space (CBD & Non-CBD) – ~0.5-0.6 Mn sq. ft.**
- **Brief** – Emerging Tier-2 city with upcoming IT parks and office space, driven by state government initiatives. Still in early stages of development.
- [STPI/ Warangal IT Park](#)
- [Kakatiya Institute of Technology and Science \(KITS\)](#)
- [Kakatiya Mega Textile Park](#)
- Vamsireddy Hanamkonda IT Park
- **Upcoming Clusters – Warangal IT Park (~1 Mn sq. ft.)**

Karimnagar

- **Office Space (CBD & Non-CBD) – ~0.1-0.2 Mn sq. ft.**
- **Brief** – Emerging Tier-2 city with relatively underdeveloped office spaces. Focus is now shifting from retail & educational infrastructure to commercial IT/GCC office spaces.
- Karimnagar IT Towers
- [Kakatiya Institute of Technology and Science \(KITS\)](#)
- [VNR VJIET](#)
- **Upcoming Clusters – Karimnagar IT Tower (~100,000 sq. ft.)**

Telangana has an ecosystem of global specialized commercial office & RPO/ Talent partners

Illustrative

Infrastructure drivers

Talent & RPO Partners



Space/ Real Estate Partners



Enablers



Source: GCC Interviews by UneathInsight and nasscom Research

Telangana Innovation Hubs have 100+ GCCs connecting with industry peers, startups and governments

Infrastructure drivers

Introduction

GCC Partners (Illustrative)

Impact/ Advantages

State Innovation Hubs



T-Hub - State Govt owned technology incubator and innovation hub for projects.



Telangana State Innovation Cell - Set up in 2017 under the State Innovation Policy.



2,000+
Actively Engaged Startups

110+
Corporate Engagements

1,500+
Startups Supported

50+
Corporate Partnerships

~\$1.94 Bn+
Funding Raised

400+
International Connects

297
Social Startups, 35 Incubators,
30 NGOs, 77 Mentors, and 23
Investors

Industry Ecosystem & Start-Up

BFSI Consortium



Telangana BFSI Consortium is first of its kind initiative, bringing together GCCs, fintech startups, educational institutions, regulatory bodies & IT associations for Collaboration, Innovation and Talent Development.



T-Works is India's largest prototyping centre. An initiative of the Government of Telangana, aims to create and celebrate a culture of hobbyists, makers, and innovators in India.



WE Hub is India's First State-led incubator for Women Entrepreneurs encouraging GCC/Tech industry partnership.



25+
BFSI GCC Engaged & **50+** Other
Enterprises

1,000+
Actively Engaged Startups

20+
GCC Corporate Engagements

15+
GCC Corporate CSR Partners

100+
Startups Engaged and Supported

~\$1.8 Bn+
Funding Raised

600+
Indian Corporate Prototypes

\$50Mn+
Funded for Women
Entrepreneurship

Source: GCC Interviews by UearthInsight and nasscom Research

Telangana has a vibrant Academia-GCC collaboration with co-innovation labs and Center of Excellence centers dedicated to emerging technologies

Ecosystem drivers

Introduction

GCC Partners (Illustrative)

Impact/ Advantages

Academia Ecosystems



CIE at IIIT-Hyderabad is one of the oldest and most prominent incubators in Hyderabad. It focuses on deep tech startups, especially in areas like AI, machine learning, IoT, and data analytics.



The Centre for Innovation and Entrepreneurship at ISB Hyderabad offers incubation and mentoring for startups, especially those focusing on business management, finance, and entrepreneurship. It also provides access to a network of alumni and industry experts.



IIT Hyderabad (IITH), established in 2008, is ranked among the top 10 Engineering institutions in India. India's first NVAITC (NVIDIA AI Technology Center) and First among the IITs to start unique BTech (UG) programs in AI, Biomedical Eng., Biotech. & Bioinformatics, Industrial Chemistry and IC Design & Technology.



The Centre for Innovation and Entrepreneurship at ISB Hyderabad offers incubation and mentoring for startups, especially those focusing on business management, finance, and entrepreneurship. It also provides access to a network of alumni and industry experts.



- 20+**
GCCs Labs/Innovation CoEs
- 50+**
GCCs Engaged for Co-Innovation
- 40+**
GCC Hiring Partners
- 50+**
GCC Curriculum Partners
- 50+**
Unique Curriculum Programs in Emerging Technologies like AI, fabless chip design, autonomous vehicles & 5G/6G
- 20+**
Funded Projects with Tech & GCC Ecosystem.
- 10+**
Co-Creation Labs for Emerging Technologies like AI, Gen AI, Analytics.

Source: GCC Interviews by UearthInsight and nasscom Research

nasscom is actively engaged with the ecosystem, running key programs within the state

Telangana AI Mission



POWERED by **nasscom**

Telangana AI Mission aims to make Hyderabad amongst the top 25 global AI innovation hubs. It works across three areas -

- **Adoption** - To help the ecosystem implement the “Art of Possible” with AI
- **Alignment** - To build ecosystem’s capacity to align AI development and use with human-centered values and fairness
- **Augmentation** - To foster innovation, entrepreneurial ecosystem and research environment for socio-economic impact

It aims to enable AI adoption in public and private sector, build capacity through skilling and academic challenges, nurture startups, and build the community through events.

The Cybersecurity Centre of Excellence (CCoE)



The Cybersecurity Centre of Excellence (CCoE) is a global hub based in Hyderabad. It is a joint initiative of the Government of Telangana and Data Security Council of India (DSCI) to catalyse innovation, entrepreneurship and capability building in cybersecurity and privacy ensuring that the digital space is safe and secure.

CCoE’s prime goal is to foster innovation in cybersecurity and privacy by setting industry standards. This is achieved through startup incubation, training, workshops, product showcases, and collaborations.



1+ Lakh college graduate outturn each year helps Telangana attract GCCs

Talent drivers

Telangana Graduates

100,000 to 110,000

Telangana Graduate - Tech Vs Non-Tech

Tech/STEM Graduates Non-Tech Graduates

75,000-80,000

35,000-40,000

Post-Graduates

40,000 to 45,000

Telangana Post-Graduate - Tech Vs Non-Tech

Tech/STEM Graduates Non-Tech Graduates

30,000-35,000

12,500-15,000

200+ Colleges producing 70-80K Graduates Yearly

Hyderabad

- Indian Institute of Technology Hyderabad (IIT Hyderabad)
- Jawaharlal Nehru Technological University (JNTU Hyderabad)
- Osmania University (OU) - College of Engineering
- Loyola Academy Degree and PG College
- Chaitanya Bharathi Institute of Technology (CBIT)
- Indian School of Business (ISB)

50+ Colleges producing 15-20K Graduates Yearly

Warangal

- National Institute of Technology (NIT) Warangal
- Kakatiya Institute of Technology and Science (KITS)
- VNR VJIET (Vishnu Institute of Technology)
- Mahatma Gandhi Institute of Technology (MGIT)
- Vaagdevi College of Engineering
- Warangal Institute of Management Studies (WIMS)

20+ Colleges producing 7-9K Graduates Yearly

Karimnagar

- Government Engineering College, Karimnagar
- Narayana Engineering College
- Jaya Prakash Narayan College of Engineering
- Vivekananda Institute of Technology
- Government College of Commerce, Karimnagar
- Vivekananda Degree College

Source: UearthInsight Estimates

Telangana demonstrates a comprehensive approach to talent development and skill enhancement

Talent drivers

Hyderabad

Telangana Academy for Skill and Knowledge

(TASK) – Telangana Academy for Skill and Knowledge is a not-for-profit organization that works with the primary aim of skilling youth and making them more employable and hence, curbing the unemployment rate in the State.

T-SAT – Telangana Skills, Academic and Training (T-SAT), the satellite TV network operated by the Society for Telangana State Network (SoFTNET) under the aegis of the Department of ITE&C, telecasts programmes on education, employment, healthcare, and agriculture, among other subjects, through its two channels Vidya and Nipuna.

Osmania University – Skilling students in IT, analytics, data science. Tech workshops, coding boot camps, data science programs. Telangana government-led through TASK.

Warangal

TASK Extension for Rural IT Youth – Targeting Warangal youth for IT skills, coding, and digital literacy. TASK extension to rural areas; government-supported.

National Institute of Technology (NIT) Warangal – AICTE-approved, focusing on core engineering and IT skills like AI, ML and coding.

Kakatiya Institute of Technology and Science (KITS) – Enhancing employability through industry-aligned training. Certifications in AI, software development, soft skills through Telangana government via TASK.

Karimnagar

Telangana’s T-Skill Program – Free online digital skills and communication skills for youth. Coding, digital literacy, soft skills for job readiness.

Narayana Engineering College – Skilling students in IT, software, and coding skills. Certifications in AI, software development, soft skills through Telangana government via TASK.

Government Engineering College, Karimnagar – Skilling students in IT, coding, and soft skills. Certifications in AI, software development, coding, soft skills through Telangana government via TASK.

Telangana has various policies for Talent Development and Skill Enhancement for Tech/GCC ecosystem

Talent drivers

Policy/Initiative	Description	State or City Level	Link to Study Details
Telangana State Skill Development Policy	A comprehensive policy aimed at enhancing skill development in various sectors to improve employability and support economic growth.	Telangana Level	TSSDC Skill Development Policy
Telangana Innovation Policy	Encourages innovation and entrepreneurship by providing support for startups, funding, and skill development initiatives.	Telangana Level	Telangana Innovation Policy
Digital Telangana Policy	Aims to enhance digital literacy and promote digital skills across the state to ensure inclusive growth in the digital economy.	Telangana Level	Digital Telangana
Employment Generation Policy	Focuses on creating job opportunities through skill development, entrepreneurship, and support for small and medium enterprises (SMEs).	Telangana Level	Employment Generation Policy
Telangana Industrial Policy	Promotes the establishment of industries, including GCCs, by providing incentives, subsidies, and support for skill development tailored to industry needs.	Telangana Level	Industrial Policy
Community Skill Development Centers (CSDCs)	Establishes centers across the state to provide vocational training and skill development in collaboration with local industries.	Telangana Level	CSDC Details
Skill Development Programs in Educational Institutions	Policies promoting partnerships between educational institutions and industries to align curriculum with industry needs, facilitating internships and training.	Telangana Level	Educational Initiatives
Corporate Social Responsibility (CSR) Policies	Encourages companies to invest in skill development initiatives as part of their CSR activities, enhancing workforce skills across various sectors.	Telangana Level	CSR Policie
Hyderabad City Policy	Supports the growth of the IT and startup ecosystem, encouraging skill development programs tailored to meet the needs of the technology sector.	Hyderabad	Hyderabad IT Policy
Warangal Smart City Mission	Aims to transform Warangal into a smart city with enhanced infrastructure, focusing on skill development, employment opportunities, and sustainable urban development.	Warangal	Warangal Smart City Mission

Labor, Health, FDI & IP checklist for set-up and ongoing compliance

Talent drivers

Labor, Health, FDI and Data Protection list for Setup Registrations/ License



Labor and Employment Registrations

- [Employees' Provident Fund \(EPF\)](#) Registration
- [Employees' State Insurance \(ESI\)](#) Registration
- [Professional Tax Registration](#)



Health and Safety Compliance



Foreign Direct Investment (FDI) Compliance



Data Protection and Privacy Compliance

Legal & Finance Compliances for GCC



Monthly/Annual Labor & Employment Compliance

- EPF and ESI Contributions
- Professional Tax
- Wages, OT, Leaves and Benefits

Annual Health and Safety Compliance (Occupational Safety)

Annual Foreign Direct Investment (FDI) Compliance

- FDI Compliance

Annual Data Protection and Privacy Compliance

- IT Regulations Compliance
- IP Protection

Source: GCC Interviews by UearthInsight and nasscom Research

Telangana's legal, finance and tax benefits continues to attract newer GCCs

Legal and finance drivers

Legal Enabler/ Driver	Description	Specific Offers for GCCs	Hyperlink
Ease of Setting up – TS-iPASS (Telangana State Industrial Project Approval and Self-Certification System)	Simplifies approval processes for new GCCs.	Guaranteed approvals within 15 days.	TS-iPASS
Labour Law Flexibility	Flexible labor laws including night shift regulations.	Policies supporting flexible work hours and conditions.	Labour Reforms in Telangana
Data Protection and Cybersecurity Laws	Compliance frameworks for data management in GCCs.	Guidelines ensuring protection of data and privacy.	Data Protection Bill
Special Economic Zones (SEZ) and Industrial Parks	Tax benefits and simplified compliance in designated areas.	100% income tax exemption for 5 years in SEZs. Fixed power cost reimbursement @ Re 1 per unit for a period of 5 years from the date of CoCP.	SEZ Policy - Telangana
Legal Enabler/ Driver	Description	Specific Offers for GCCs	Hyperlink
Tax Incentives	Tax exemptions and benefits under SEZ policy for IT sectors.	100% Income Tax exemption on export income for SEZ units under Section 10AA of the Income Tax Act for first 5 years, 50% for next 5 years thereafter and 50% of the ploughed back export profit for next 5 years No stamp duty on lease agreements for SEZ units.	SEZ Policy - Telangana
VAT and CST Incentive/ Investment Subsidy	Subsidies on power, infrastructure, and logistics for GCCs.	Reimbursement of 50% net VAT/CST or SGST for a period of 7 years from the date of commencement of commercial production (CoCP) for Large Scale Industries or up to realization of 100% fixed capital investment, whichever is earlier.	State Tax Benefits
Land Incentives	Telangana offers various land incentives aimed at attracting GCCs promoting growth.	25% rebate in land cost limited to Rs 1 million in Industrial Estates/ Industrial Parks.	State Tax Benefits

Source: GCC Interviews by UneathInsight and nasscom Research

Legal & Finance checklist for set-up and ongoing compliance

Legal and finance drivers

Legal & Finance Checklist for Setup Registrations/ License



Business Registration /License – Ministry of Corporate Intimation and License

- [Registration – Certificate of Incorporation](#)
- [Goods and Services Tax \(GST\) Registration](#)
- [Taxation – Permanent Account Number \(PAN\) & Tax Deduction and Collection Account Number \(TAN\)](#)
- [Trade License](#)
- [Shops and Establishments Act Registration](#)
- [Import Export Code \(IEC\)](#)

SEZ

- **Special Economic Zone (SEZ) Registration (If operating in an SEZ)**
- FEMA
- FDI



Independent Office (If Outside SEZ)

- [Shops and Establishments Act Registration](#)
- [Import Export Code \(IEC\)](#)

State Specific

State Regulations

- Trade Licenses
- Goods and Services Tax (GST)
- State-Specific Industrial Policies

Legal & Finance Compliances for GCC



Business Compliances – MCA

- Annual Compliance – ROC and GST Returns
- Annual Tax Filings – IT and TDS Returns
- Independent Office (If Outside SEZ)
 - Property Tax
 - Fire Safety Compliance
 - Health and Sanitation

Renewals/Updates of Business Licenses and Permits

- Trade License
- Shops and Establishments Certificates
- Import Export Code (IEC) Certificates

SEZ Renewal (If operating in an SEZ)

Environmental and Utilities

- Water, Electricity, Sewage, Public transportation

Source: GCC Interviews by UearthInsight and nasscom Research

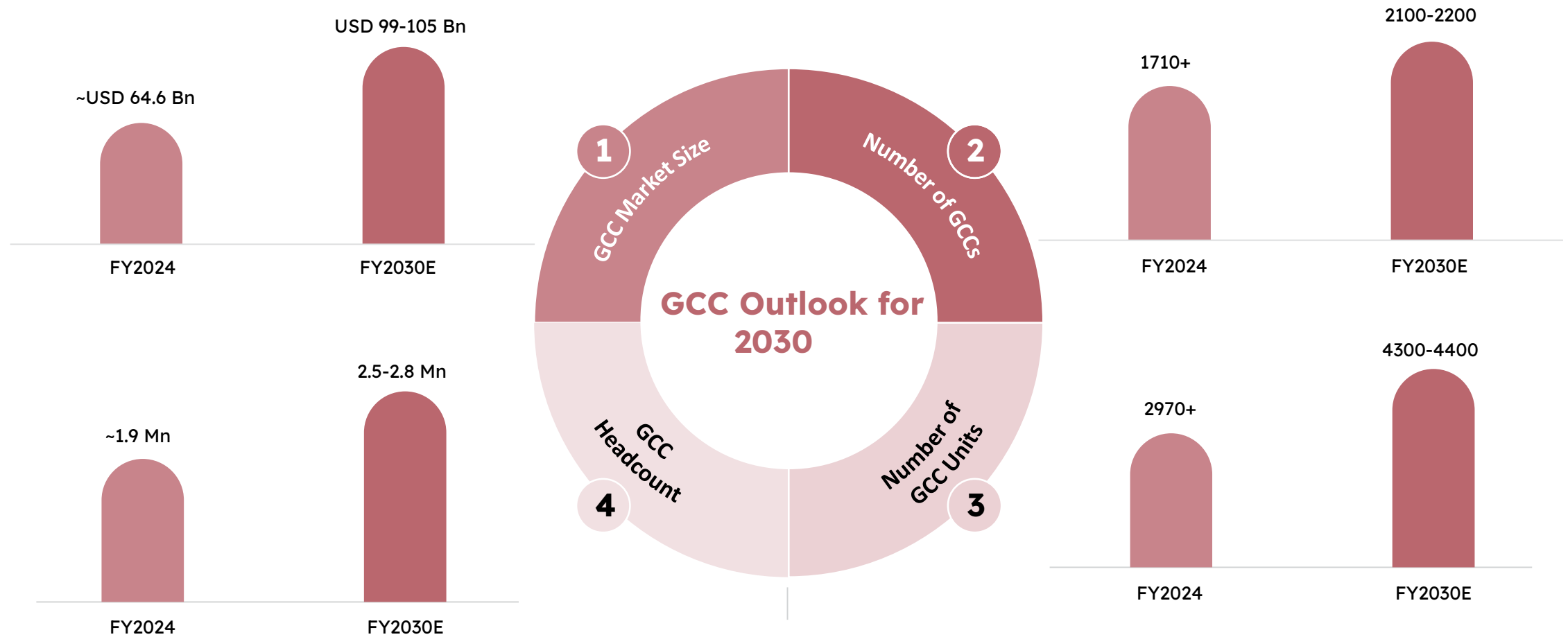


Outlook and Recommendations



By 2030, GCCs are anticipated to achieve significant advancements and emerge as a major force in the India ecosystem

Outlook for GCCs



Source: Zinnov Research and Analysis

R - Revised; E - Estimate

6 Key themes driving GCC growth in India

01 India: GCC Capital of the World

- GCCs are tapping into India's extensive talent pool, which accounts for 28% of the global STEM workforce
- India is home to ~23% of the world's Software Engineering talent and 28% of world's STEM talent

02 Increasing Maturity of the Ecosystem

- The GCC ecosystem has matured significantly over the past decade, reaching a pivotal point in its exponential growth journey
- Assessing and bridging the value gap is now crucial to advancing the GCC agenda and ensuring continued success

03 Higher-end Engineering and Emerging Roles

- As GCCs mature, new roles are introduced roles like Product Managers and Architects, strengthening their presence in India and enhancing the ecosystem with advanced Engineering roles
- 35% of organizations in the Transformation Hub have a high intensity of Architects

GCCs and SPs: A Symbiotic Relationship

04

- Defying the belief that GCCs and SPs cannot coexist, they have made significant strides in building synergistic relationships, leading to robust growth of the ecosystem

Global Roles Driving the Global Agenda`

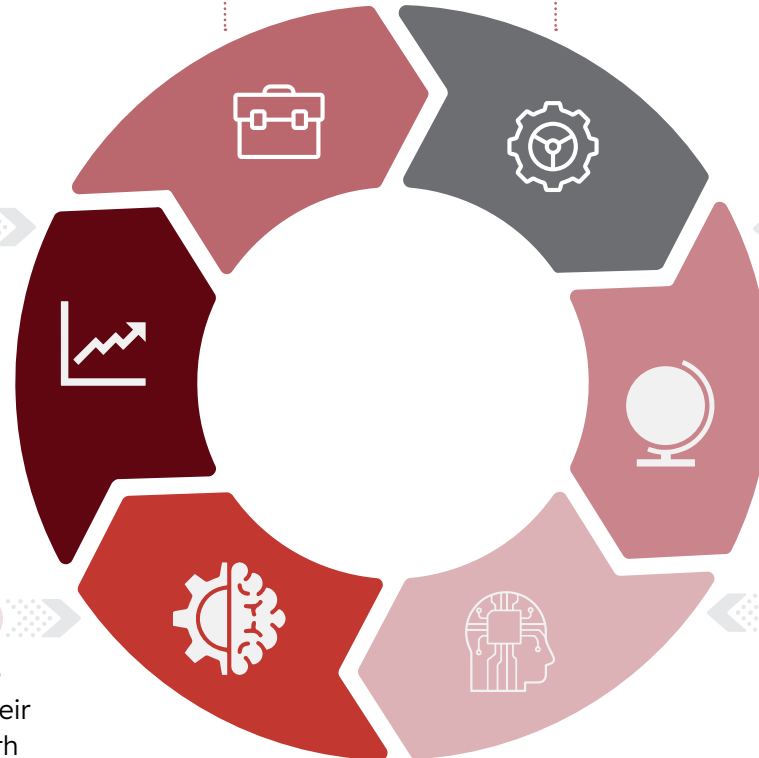
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- Global roles in GCCs are experiencing exponential growth, with over 6,500 roles today, and an expected increase to over 30,000 by 2030
- GCCs are developing significant training programs to enhance the visibility of existing leaders, while also nurturing future leaders

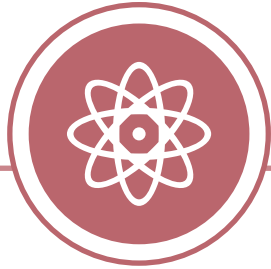
Impact of AI & AI COE on the GCC Landscape

06

- India's AI/ML talent is steadily growing, with GCCs increasingly establishing COEs, particularly tapping into strong middle management talent



Key growth considerations for GCCs in India



Talent

- Future talent availability, capability, & deployability
- Attracting & retaining top talent
- Leaders of tomorrow
- Nuanced perspective on cost arbitrage



Emerging Tech

- Internal
 - Governance & Ethics
 - Tech Talent
 - Quality & reliability of data and content
- External
 - Regulatory & compliance
 - Cyber threats
 - Third party vendors



Regulation

- Transfer Pricing
- SEZ laws and STPI regulations
- Labour laws
- Digital Personal Data Protection Act (DPDPA)
- Foreign Exchange Management Act (FEMA)
- IP protection
- Foreign trade policy



Concentration

- Move beyond headcount as a parameter
- Assess through multi pronged approach
- Strengthen business resiliency
- Reporting & communication

GCC asks from Government

India Level Single Window Clearances – Central Govt

- 1 License & 1 Identification number that covers 12 to 15 different licenses.
- This could Fastrack entry of SMB/Mid Size MNC GCCs specially from US, Southeast Asia, Australia, etc.

Transfer Pricing Guidelines – Central Govt

- Standard Transfer Pricing Slabs for
 - High End (R&D, IP, Product Development) Work
 - Specialised Research – Pharma, Defence, Aerospace, sustainability etc
 - IT/Engineering Services & Operations/BPM

Ease FEMA/FDI Guideline Dividend/Profit Repatriation – Central Govt

- Standard Guidelines/ Timelines for Repatriation of Reserves
 - Dividend Guideline
 - Profit Guideline
 - Reinvestment for Research
 - Acquisition/ M&A Guideline

State/City Level Hubs

- Sector Specific Hubs like Genome Valley in Hyderabad will promote Mid to SMB to set up GCC
 - Ease of Operations
 - Knowledge Transfer/ Best Practice Sharing
 - Shared Affordable Rental/Lease

Source: GCC Interviews by UearthInsight and nasscom Research

Recommendation for Telangana

Sustain Infrastructure Investment

- New Clusters – Build Newer clusters like Software Product GCC Cluster, Manufacturing, Retail etc to avoid future challenges.
- Connectivity – Accelerate the development of modern office spaces and transportation networks to enhance connectivity to major hubs.

DeepTech & High End Skills Development

Industry Specific DeepTech Skill Programs

- Industry Skilling Programs (GCC, State Govt and nasscom State Council) – High End R&D, Gen AI, AI and Product Development skills with GCCs in respective sectors / industries
- Fresher Skilling Programs (GCC, State Govt and nasscom State Council) –

500+ GCC by 2030 through Global Roadshows

Case Study Showcase Programs

- Telangana GCC Showcase Event in US, Europe, Japan, & Australia to showcase impact of existing GCC ecosystem.
- This would help Telangana keep pace of growth and attract 150-200 new GCCs.

Telangana as Unicorn GCC Hub

- Dedicated VC/PE Partnerships to attract Unicorns from around the world to Telangana through Unicorn GCC Policy and Framework allowing
 - Ease of Set-up
 - Ease of Operations
 - Knowledge Transfer/ Best Practice Sharing
 - Right Workspace with affordable Rental/ Lease

Source: GCC Interviews by UearthInsight and nasscom Research



Case studies



F5 | Overview in India and Telangana

Company Overview

Establishment Year	- India	2017
	- Telangana	2017
Headcount	- India	1033
	- Telangana	787

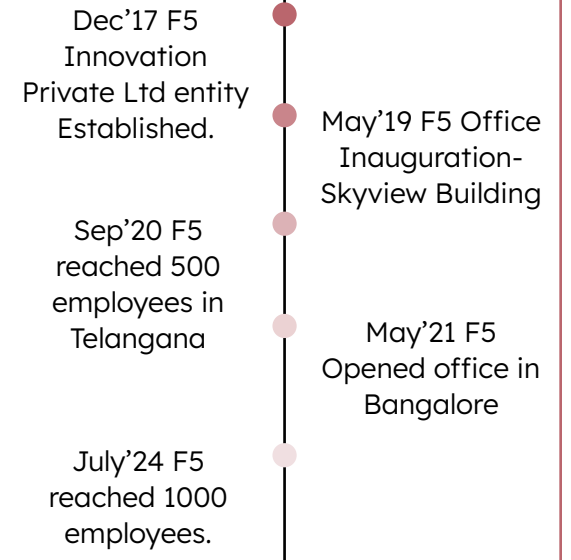
F5 is a Technology company. It creates that product powers applications from development through their entire life cycle, across any multi-cloud environment, so our customers – enterprise businesses, service providers, governments, and consumer brands—can deliver differentiated, high-performing, and secure digital experiences.

Telangana Operations

R&D/ER&D, IT/Technical Support, Support Functions, Sales & Marketing: Work carried out in F&A, Procurement

Insights on choosing Telangana: Good Infrastructure, Availability of Talent pool

GCC Journey



Partnership in Telangana

Talent Partnership

- AMCHAM, nasscom

Industry Body Association

- HYSEA

CSR

- Very Strong Support

State Govt Partnership

- Good support

RealPage | Overview in India and Telangana

Company Overview

Establishment Year	- India	2007
	- Telangana	2007
Headcount	- India	2231
	- Telangana	2231

RealPage

provides a technology platform that enables real estate owners and managers to change how people experience and use rental space. Clients use the platform to gain transparency into asset performance, leverage data insights and monetize space to create incremental yields. Founded in 1998 and headquartered in Richardson, Texas, RealPage currently serves over 24 Mn units worldwide from offices in North America, Europe and Asia.

Telangana Operations

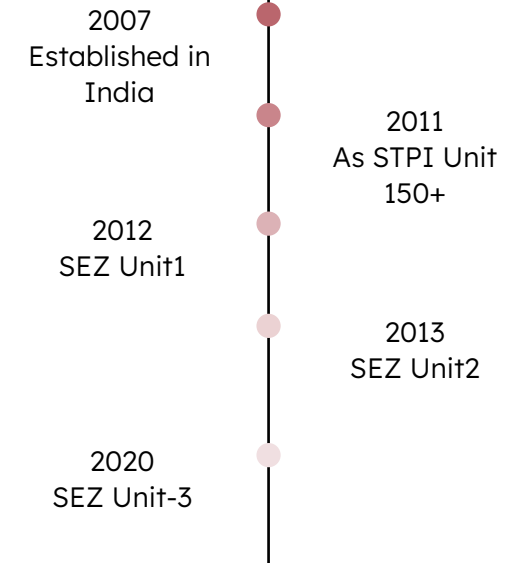
Drivers for choosing Telangana: Ease in time to set-up, labor/ payroll benefits, tax benefits, ease and experience of set up, other benefits such as IT/ITES special exemptions from shops & Establishment Act provisions

Talent Support: Talent availability, stability & scalability, diversity, drive towards to Telangana, other benefits such as No challenges in finding desired talent for any level

Legal Policy Support: Legal and regulatory for JV, local state regulations, corporate tax, MAT, GST, FCPA , excise / export duties support, and flexibility of self certification of labour law compliance

Infrastructure Support: SEZ compliance, office leasing, special land allocation, special rent lease, and sufficient infra support as of now, need further improvement

GCC Journey



Partnership in Telangana

Talent Partnership

- Hiring platforms
- Assessment tools
- Consulting firms

Industry Body Association

- nasscom
- HYSEA
- IAMC

CSR

- Nirmaan Organization
- United Way of Hyderabad
- other NGOs

State Govt Partnership

- Proactive approach from Govt to facilitate flexibility compliance of labour laws and other incentives

Hexagon R&D India | Overview in India and Telangana

Company Overview

Establishment	- India	1987
Year	- Telangana	1987
Headcount	- India	2,100
	- Telangana	2,050

Hexagon's R&D Centre in India is the single largest R&D centre for the company globally. It delivers innovations and creates solutions for all business lines of Hexagon, including Asset Lifecycle Intelligence, Safety Infrastructure & Geospatial, Geosystems, Mining, Manufacturing Intelligence, and Autonomous Solutions. It also hosts a few dedicated services teams for the global implementation of Hexagon's product.

Telangana Operations

Growth Through Strategic Ownership: Choose topics only if ownership ultimately transfers here. As an ER&D GCC, we focus on responsibility growth rather than headcount. We've agreed with global stakeholders that the GCC should be given a topic to work on if we see a future where we own it. This helps create growth paths and enables our team to build diverse skills.

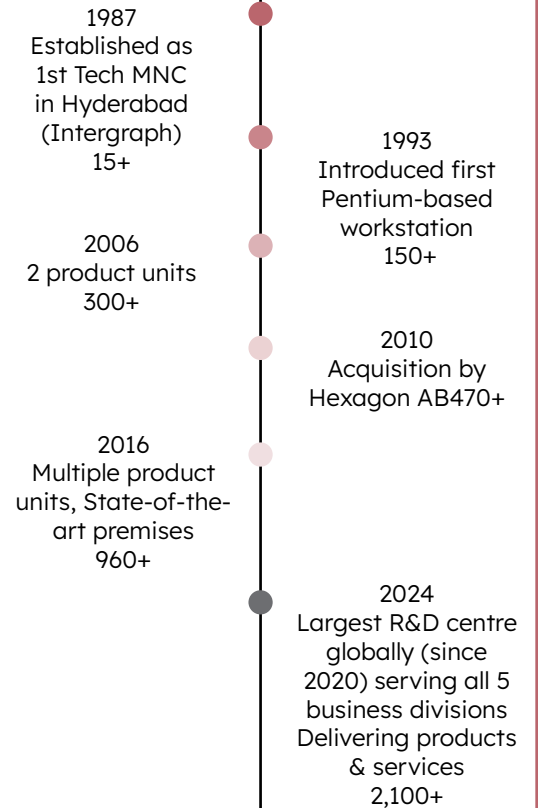
Create Best Practices that get adopted globally: In a global setup, each major hub needs a few core competencies and unique practices that stand out. To be on equal footing and to stay sustainable and competitive, each centre should lead in some areas and follow in others. GCCs must develop best practices that differentiate them and openly share these for global adoption, as widespread acceptance is the best proof of an idea's strength.

External Innovation: India offers a broad canvas for collaboration beyond the GCC. Innovation doesn't always need to happen within; a fresh perspective and new tools can be highly valuable. GCCs in India should pursue open innovation with academia and startups—choosing topics, partners, and methods—to bring fresh insights and de-risked opportunities for global innovation.

Build closeness with India Sales and Indian customers: If you have a product line with customers in India, set up interaction points with support from local sales team. This builds the team's knowledge and empathy naturally, helping deliver a better product for global customers too.

Brand Building in India: GCCs should build brand awareness in India, even without owning the sales function. Establishing a brand through thought leadership and industry impact not only attracts and retains talent but also opens doors for sales opportunities.

GCC Journey



HSBC Global Service Centre & Technology GCC| Overview in India and Telangana 1/2

Company Overview

Establishment	- India	2000
Year	- Telangana	2000
Headcount	- India	38,000 FTEs*
	- Telangana	~12,000 FTEs**

HSBC's GCC includes Operations (Global Service Centre) and Technology (HSBC Technology India) centres. GSC India is home to c27,600 colleagues across six sites: Hyderabad, Bangalore, Kolkata, Gurgaon, Chennai and Pune. Over the two plus decades, GSCs have evolved into a strategic trusted partner to the Global enterprise. GSC India has transitioned from a task-centric hub focused on repetitive low-value processes to a value-driven hub that enhances efficiency, customer experience, and innovation for the organization. Today, the India GSC is the key centre amongst the network of GSCs across the globe, providing high-quality work, leading transformation, automation and managing a portfolio of complex services for HSBC's global businesses and functions. HTI is a strategic innovation technology hub for HSBC. HTI leverages technology to provide services for most of the bank's business functions to enable the bank deliver a great customer experience. HTI delivers technology solutions with agile teams in automation, AI, cloud and data engineering.

Impact created from Telangana

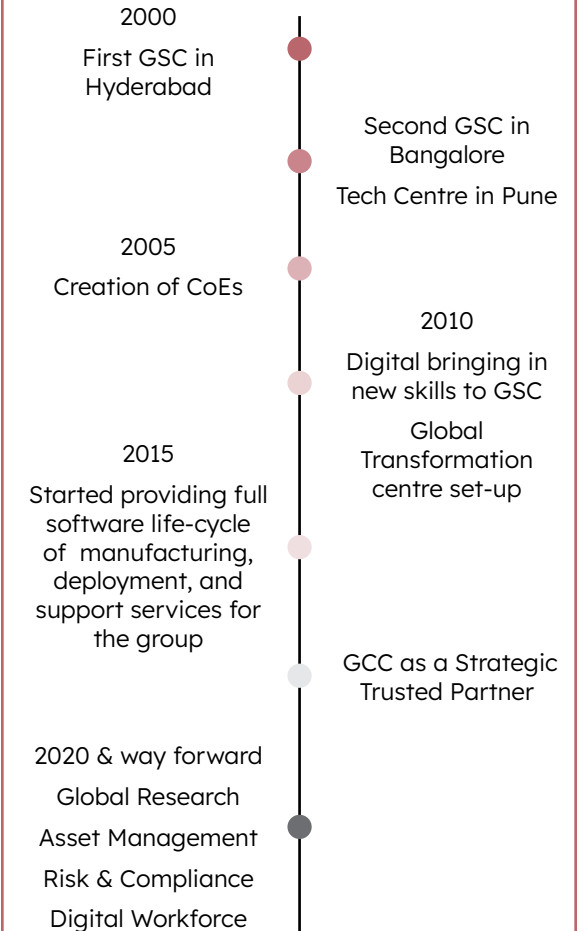
Financials:

FY 2023-24 (GSC & HTI)
 Export revenue ~USD 547mn
 Domestic revenue ~USD 37mn

Talent:

Human Capital of over 12000+ with ~ 40% women
 Enhanced Capability for a future ready workforce, created a specialized knowledge pool through global assignments and widening the leadership talent in the market.
 Total rewards - attract and retain talent within the region through unique employee value proposition focusing on equitable rewards, benefit programs, wellbeing and culture.
 Cybersecurity, cloud data & platform engineering are the top skills and expertise hired in 2024 in HTI.
 A state-of-the-art Global Cybersecurity Operations (GCO) centre in Hyderabad, complete with advanced technologies and a Cyber Lab.

GCC Journey



HSBC Global Service Centre & Technology GCC| Overview in India and Telangana 2/2

Partnership in Telangana

Talent Partnership

- Hosted the “Capture the Flag Contest” in IIT Hyderabad to identify and encourage young talent in tech.
- IIIT Hyderabad formalized as a HSBC Academic Partner.
- ISB academic engagements to understand the Gen-Z generational trends and risks and also enhance leadership capability of our seasoned high potential and high performing colleagues.
- Part of the BFSI Consortium driving industry – academia integration

Industry Body Association

- Part of Society for Cyberabad Security Council (SCSC) Executive Council
- HSBC collaborates with Hyderabad Software Enterprises Association (HYSEA) to foster the enterprise technology industry and ITes in Telangana.
- Strong partnership with nasscom to leverage the ecosystem

CSR

Partnering with Non-Profit Organisations* in Telangana focusing on Climate Change and Inclusion & Resilience **Climate Change (Net Zero Transition [Renewable Energy]+ Volunteering Engagements**

- The Akshaya Patra Foundation, United Way of Hyderabad, Bosconet

[Nature based solutions- Climate Smart Villages, Wetland Restoration/ Urban Forestation]

- BAIF Institute for Sustainable Livelihoods & Development, Communitree, Concern India Foundation, Babuji Rural Enlightenment and Development Society (BREDS), Watershed Support Services and Activities Network (WASSAN)

Inclusion & Resilience [Future Skills – Employability skills for young adults, people with disabilities and Disaster Relief] + Volunteering Engagements

- Dr. Reddy’s Foundation, Pratham Education Foundation, Youth4 Jobs Foundation, Nirmaan Organization, The Akshaya Patra Foundation, nasscom Foundation, Concern India Foundation
- **Employee volunteering support [Sign-Language+ Sustainability +Soft Skills Trainings, Sports Day celebrations, Festival Mela exhibitions in office, Blood donations, Environment & Sustainability activities and Joy of Giving**
- Ashray Akruti, Youth for Seva, Aarohi Blood Bank, SOS Childrens Villages of India, Nirmaan Organisation
- **Enhancing Livelihoods**
- **KisanConnect; Tree Plantations; E-waste collection**

State Govt Partnership

- BFSI consortium to create the path from education to employability
- Hackathon – MSA with T-Hub to partner on co-development, intrapreneurship, startup cohorts and hackathons. Conducted 2 hackathons in 2024.

Broadridge| Overview in India and Telangana 1/2

Company Overview

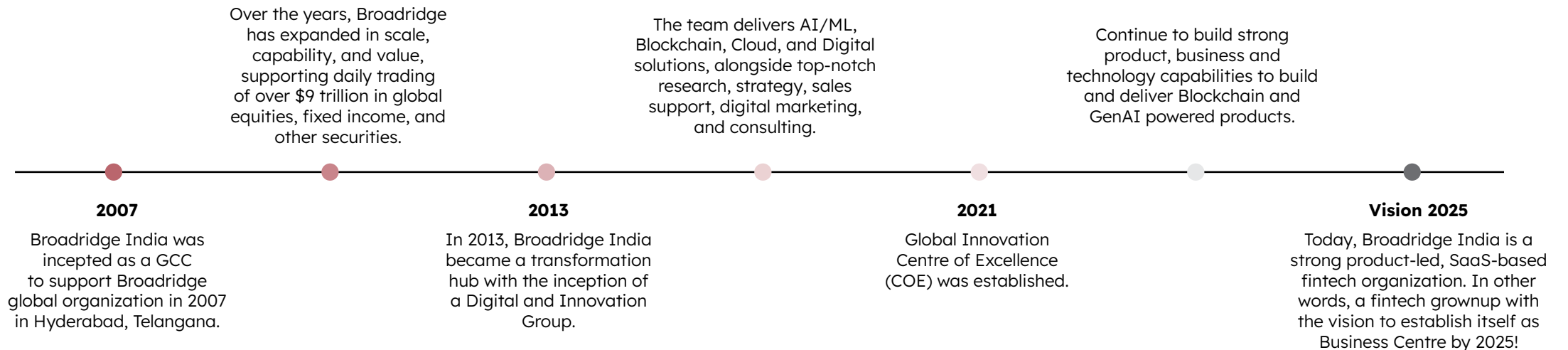
Establishment Year - India 2007

Founded in 1962 as ADP Brokerage Services Group, the company was spun off as Broadridge Financial Solutions in 2007, with its first office established in Hyderabad, Telangana.

Headcount - India 5400
- Telangana 3500

Broadridge Financial Solutions is a global technology leader with the trusted expertise and transformative technology to help clients and the financial services industry operate, innovate, and grow. We power investing, governance, and communications for our clients – driving operational resiliency, elevating business performance, and transforming investor experiences.

GCC Journey in India and Telangana



Broadridge| Overview in India and Telangana 2/2

Differentiators in Telangana

Advancing Web3 with T-Hub

Recognizing the potential of Web3 technologies, we teamed up with T-Hub to run an ambitious Web3 startup program called Web3 Wednesdays. This program, spanning bootcamps and hackathons, drew over 700 participants, including startups, investors, and students. The program provided a collaborative space for Web3 enthusiasts and professionals to solve industry-specific challenges, and the winning startup is now focused on liquidity solutions tailored for the De-Fi crypto community.

Accelerating Fintech Solutions with ISB D-Labs

To explore solutions in AI and blockchain, we launched the FinChain Accelerator Program in partnership with ISB D-Labs. Over six months, this program nurtured over 65 startups, culminating in a celebratory graduation of nine standout companies at our Hyderabad campus.

Building the Gen AI Ecosystem with nasscom

Our partnership with nasscom brought together 26 startups for the Gen AI Foundry Bootcamp, an intensive experience that included knowledge sessions and mentorship. Amit Mitra, Head of Account Management at Broadridge, serves as a member of the GCC council at nasscom and actively contributes to thought leadership, governance, events, and more.

A Collaborative Innovation Challenge with TiE-Hyderabad

We are kickstarting a collaboration with TiE-Hyderabad and are in ongoing discussions to launch an innovation challenge that will invite startups to present solutions to key industry challenges. This initiative aims to foster mentorship, provide networking opportunities, and offer startups the chance to showcase their solutions to our leadership, with the potential for selected teams to contribute directly to our innovation ecosystem.

Broadridge's partnership with IIIT-Hyderabad for Executive Technology Program

The Broadridge Executive Technology Program, in collaboration with the Software Engineering Research Center (SERC) at IIIT-Hyderabad, was designed to enhance the skills of mid to senior-level technology professionals.

HYSEA's Project Drona to Enhance Education in Rural Engineering Colleges

Broadridge's involvement with Project Drona, an initiative led by the Hyderabad Software Enterprises Association (HYSEA), focuses on enhancing the quality of education in rural engineering colleges across Telangana. The project aims to mentor faculty members and provide them with the skills and knowledge needed to integrate emerging technologies into their curriculum.

Broadridge Strengthens Financial Sector Collaboration with CII Hyderabad Partnership

Broadridge's partnership with the Confederation of Indian Industry (CII) in Hyderabad underscores its commitment to fostering innovation and collaboration within the Indian financial services sector. This strategic alliance aims to drive thought leadership, enhance industry standards, and promote cutting-edge solutions that empower businesses to navigate the evolving financial landscape.

Broadridge's Partnerships Empower Children Through Education and Support

Broadridge's partnerships with organizations like **Sri Vidya's Centre for Special Children, SOS Children's Villages, Akshaya Patra Foundation, and eVidyaloka Trust** reflect its strong commitment to social responsibility and education. These collaborations provide vital support to children in need, offering resources ranging from specialized education and shelter to books and digital learning tools. Through volunteering, infrastructure investments, and skill-building workshops, Broadridge empowers disadvantaged communities, particularly in underserved areas across India.



Annexure



Acknowledgements – Interview Participants

The preparation of this report has been facilitated by 10+ GCCs who have participated in the one-to-one interviews through the process of research. We are deeply thankful to all the participants, and sincerely appreciate the time and support offered by all, particularly the companies who also shared their case studies with us to be featured in this report. Their expert industry knowledge and experience building their organizations has been invaluable in shaping this playbook.

Methodology

The report leverages a comprehensive approach combining primary and secondary research. It includes in-depth interviews with industry experts, analysis of proprietary data from UneathInsights and nasscom, and a review of industry reports and public information. This multi-faceted methodology ensures a thorough understanding of the GCC landscape in Telangana.

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About

nasscom

nasscom represents the voice of the \$250 billion+ technology industry in India with the vision to establish the nation as the world's leading technology ecosystem. Boasting a diverse and influential community of over 3000 member companies our network spans the entire spectrum of the industry from DeepTech and AI start-ups to multinationals and from products to services, Global Capability Centres to Engineering firms. Guided by our vision, our strategic imperatives are to accelerate skilling at scale for future-ready talent, strengthen the innovation quotient across industry verticals, create new market opportunities - both international and domestic, drive policy advocacy to advance innovation and ease of doing business, and build the industry narrative with a focus on Trust, and Innovation. And, in everything we do, we will continue to champion the need for diversity and equal opportunity.

nasscom Insights is the in-house research and analytics arm of nasscom generating insights and driving thought leadership for today's business leaders and entrepreneurs to strengthen India's position as a hub for digital technologies and innovation.



Visit our e-community at <https://community.nasscom.in>

About

UneathInsight

UneathInsight delivers critical market information to drive decision insights for CXOs and equips them with actionable insights. UneathInsight relies on strong social capital built over the years with key clients such as nasscom, Accenture, Bosch, EY, HCL, Cognizant, Tech Mahindra, UST, Mphasis etc.

UneathInsight generate metrics and market trends from Tech Services Database, SME Database of 11K Indian Companies, 92,000 start-ups and private firms in India. On an average more than 25 data elements are injected daily in the data pool.



www. <https://unearthinsight.com>



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