

# GCCs and Global Outsourcing

**Impact and contributions of Indian  
Global Capability Centres**

**ICAI GURGAON BRANCH NIRC  
Date-09<sup>th</sup> May 2026**






# Agenda Items

- Understanding Global Capability Centre (GCC) Framework and Their Business Environment
- How Global Capability Centres (GCCs) Are Leading the Global Accounting Profession
- Typical Accounting Functions Performed in GCC
- Emerging Technology Developments Impacting GCCs in Finance & Accounting





# **1. Understanding Global Capability Centre (GCC) Framework and Their Business Environment**

# Definition and Purpose of GCCs



## What are Global Capability Centres?

GCCs are specialized units set up by companies to centralize operational functions for better management and efficiency. Support to MNCs-IT, Finance, analytics RnD operations. **Approx 1600GCCs.** and is expected to surpass 2,200 by 2030, contributing over **USD 100 billion** to the national economy.

- **Enhancing Efficiency**

One of the main purposes of GCCs is to enhance operational efficiency, streamlining processes across different functions.

- **Cost Reduction**

GCCs aim to reduce operational costs by centralizing functions and utilizing global resources effectively. Labour, infrastructure, and operational costs are significantly lower than in the West.

- **Leveraging Global Talent**

By establishing GCCs, companies can leverage global talent to improve service delivery and innovation. : India has the largest STEM **graduate base** and ranks second globally in **English proficiency**, offering access to **high-quality, cost-effective talent**





# History and Evolution of GCCs

## Emergence of GCCs

GCCs began in the late 20th century as companies sought advantages through outsourcing and offshoring strategies. Started with **Telcaller services**.

## Evolution of Functions

Over the years, GCCs have evolved to take on more complex functions and sophisticated roles within global enterprises. **BPO, KPO, Outsourcing of IT and now outsourcing of finance functions.**

## Strategic Adaptation- **From Support function to strategic partners**

GCCs have adapted to changing business needs, reflecting their importance in the strategic framework of global enterprises. **Remote working after covid**

- Shortage of finance professionals in the world- US CPA will reduce by 75% by 2040.
- India offers flexible time zone, Augment of IT system, security, cloud based. Robotics, AI
- Government policies- Gift City, SEZ, state specific GCC policy – Gujarat, Bangalore



# Business Environment and Operational Model of GCCs

## Dynamic Business Environment

GCCs face a dynamic business environment shaped by globalization, technological advancements, and changing regulations, impacting their operations.

## Operational Models

Typical operational models of GCCs involve shared services and centers of excellence, aimed at enhancing efficiency and effectiveness – DIY AND Build operate Transfer(BOT) MODEL structuring as Private Limited Co., LLP , Branch office of foreign company. Allows FDI. Funding Mechanism-equity, cost sharing models.

## Focus on Innovation

Continuous improvement and innovation are essential elements of GCCs to stay competitive and meet evolving market demands. eg.: Automation of processes, Reduce work flow time.







## **2. How Global Capability Centres (GCCCs) Are Leading the Global Accounting Profession**

# Strategic Importance of GCCs in Global Finance



## Specialized Skills

GCCs provide specialized skills essential for managing global finance operations efficiently and effectively. India **ranks 2<sup>nd</sup> globally in english speaking country with large number of graduates, 5lakhs+ CA., Centre for excellence of large banks in India.**

## Cost Efficiency

By leveraging GCCs, organizations can achieve cost efficiency while accessing high-quality financial services and expertise. Labour, infrastructure, and operational costs are significantly lower than in the West.

## Scalability

GCCs offer scalability that allows organizations to expand operations seamlessly in response to market demands. Flexible time zones.

## Navigating Complex Markets

GCCs help organizations navigate the complexities of international markets, ensuring compliance and competitive advantages. Interior of Europe where language is a constraint.



# Key Contributions to the Accounting Profession

## High-Quality Financial Services

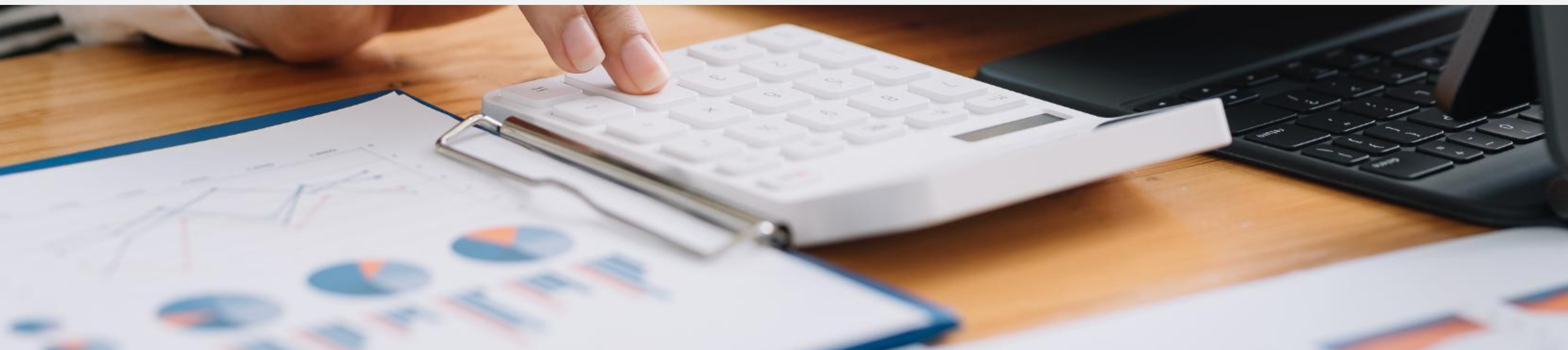
GCCs provide high-quality financial services that ensure organizations can rely on accurate financial reporting and analysis. Investor Report, Regulatory reporting SEC 10K, Basel reporting- Global reporting norms for banks.

## Fostering Compliance

By fostering compliance with regulations and standards, GCCs help organizations avoid legal issues and penalties.

## Enhancing Reporting Accuracy

GCCs enhance reporting accuracy by implementing best practices and leveraging technology in accounting processes. **High skilled resources brings the best practices of the world**







# Innovations and Technological Advancements in GCC Accounting

## Impact of AI in Accounting

The integration of AI in accounting enhances data analysis and decision-making, leading to improved financial outcomes.

## Machine Learning Benefits

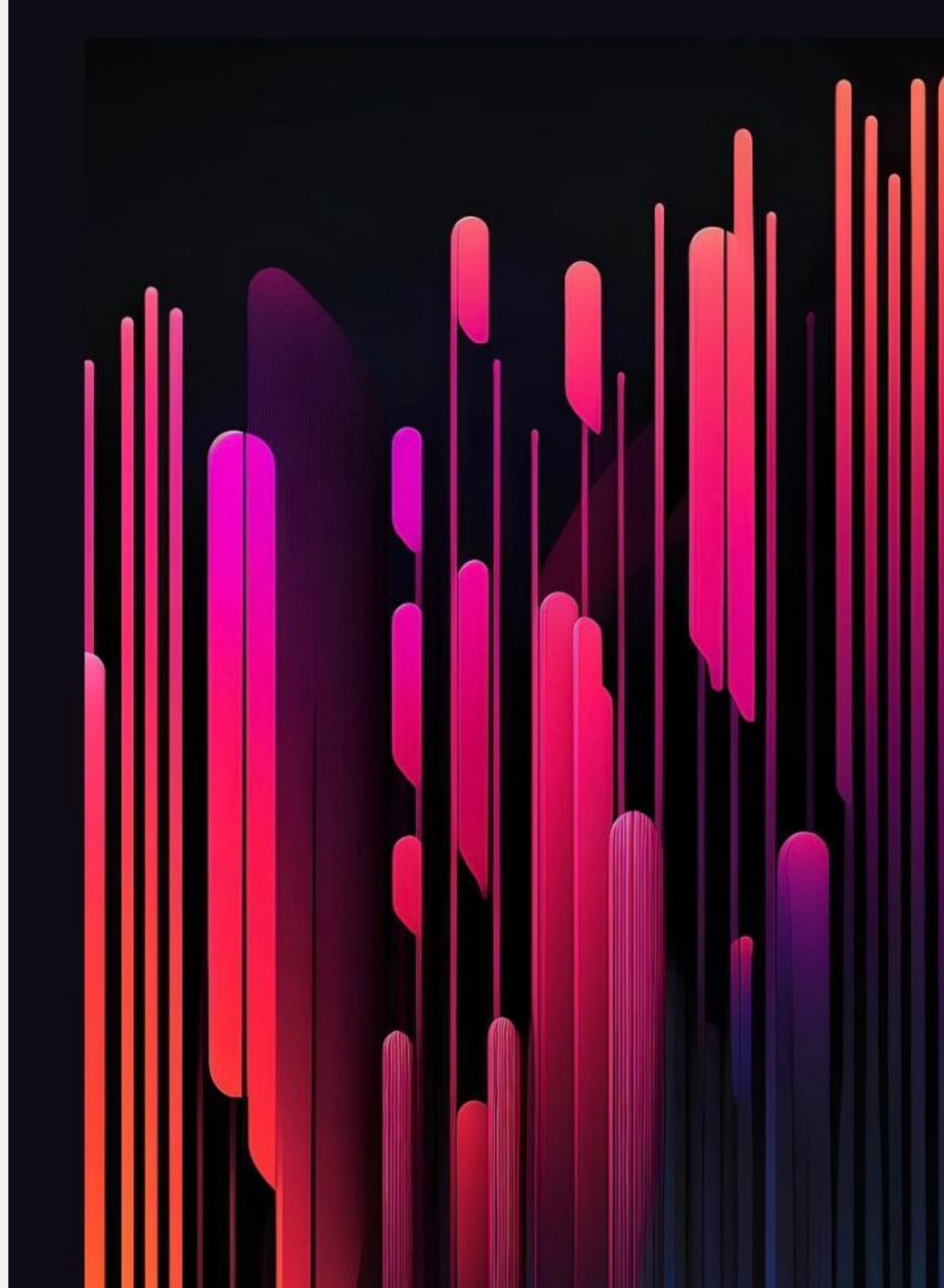
Machine learning technologies are revolutionizing how accountants predict trends and manage risks effectively. Chat GPT.

## Automation of Processes

Automation tools streamline accounting processes, reducing manual work and minimizing errors in reports.



# **3. Typical Accounting Functions Performed in GCC**





# Finance Heatmap

Record to Report				Order to Cash		Procure to Pay	Tax
General Accounting		Reporting	Management Reporting	O2C		P2P	Tax Compliance
Intercompany Accounting Allocations	Fixed Asset Accounting	Consolidations	Management Reporting / Analysis	Customer Master Data	AR Forecasting	Vendor Master Data	Tax Accounting (Interco/VAT)
Accruals	Reconciliations	Financial Reporting (GAAP Adjustments)	Performance / KPI reporting	Order Fulfilment	Credit Risk Management	Accounts Payable	Tax Forecasting
Period End Close	Expense Management	Regulatory Reporting / Compliance		Customer Invoicing	Bad Debt Calculations	Purchasing / Procurement	Tax Strategy
Payroll Accounting	Revenue Accounting			Collections and Cash Applications		AP Forecasting	Tax Risk Management
Treasury		Investor Relations	Strategic Planning	Financial Planning	Finance Process Improvement		
Bank Reconciliations	Cash Flow Forecasting / Analytics	Analyst Relations	Predictive Modelling	FP&A Framework Design	Finance Function Development		
Operational Liquidity	Balance Sheet Optimization	Regulatory Relations	Financial Strategy	Budgeting & Planning & Forecasting	User Support	Strategy and Finance IT / Data Architecture	
Finance Risk and Hedging	Equity & Debt Management	Shareholder Communications	Corporate Development / MA	Business Analytics / Decision Support	Change Management	Finance Systems /Process Maintenance	



# Financial Reporting and Analysis

## Comprehensive Financial Statements

GCCs prepare detailed financial statements that reflect the organization's financial health and performance.

## Compliance with Global Standards

Ensuring compliance with global accounting standards is crucial for maintaining transparency and accountability in financial reporting.

## Insights for Decision-Making

Financial analysis provides valuable insights that aid in strategic decision-making for the organization.







# Taxation and Compliance Management

## **Fiscal Responsibilities**

Organizations must adhere to fiscal responsibilities across various jurisdictions to ensure compliance with local laws.

## **Navigating Tax Laws**

Navigating complex tax laws requires expertise to minimize risks associated with non-compliance.

## **Maximizing Compliance**

Maximizing compliance ensures organizations can operate smoothly and avoid potential penalties or legal issues.





# Audit and Internal Controls

## **Role of Governance Frameworks**

Governance frameworks established by GCCs play a vital role in ensuring effective auditing and robust internal controls.

## **Ensuring Accuracy and Transparency**

These frameworks help organizations maintain accuracy and transparency in their financial reporting and processes.

## **Accountability in Financial Processes**

A strong internal control system fosters accountability within financial processes, promoting trust and integrity.

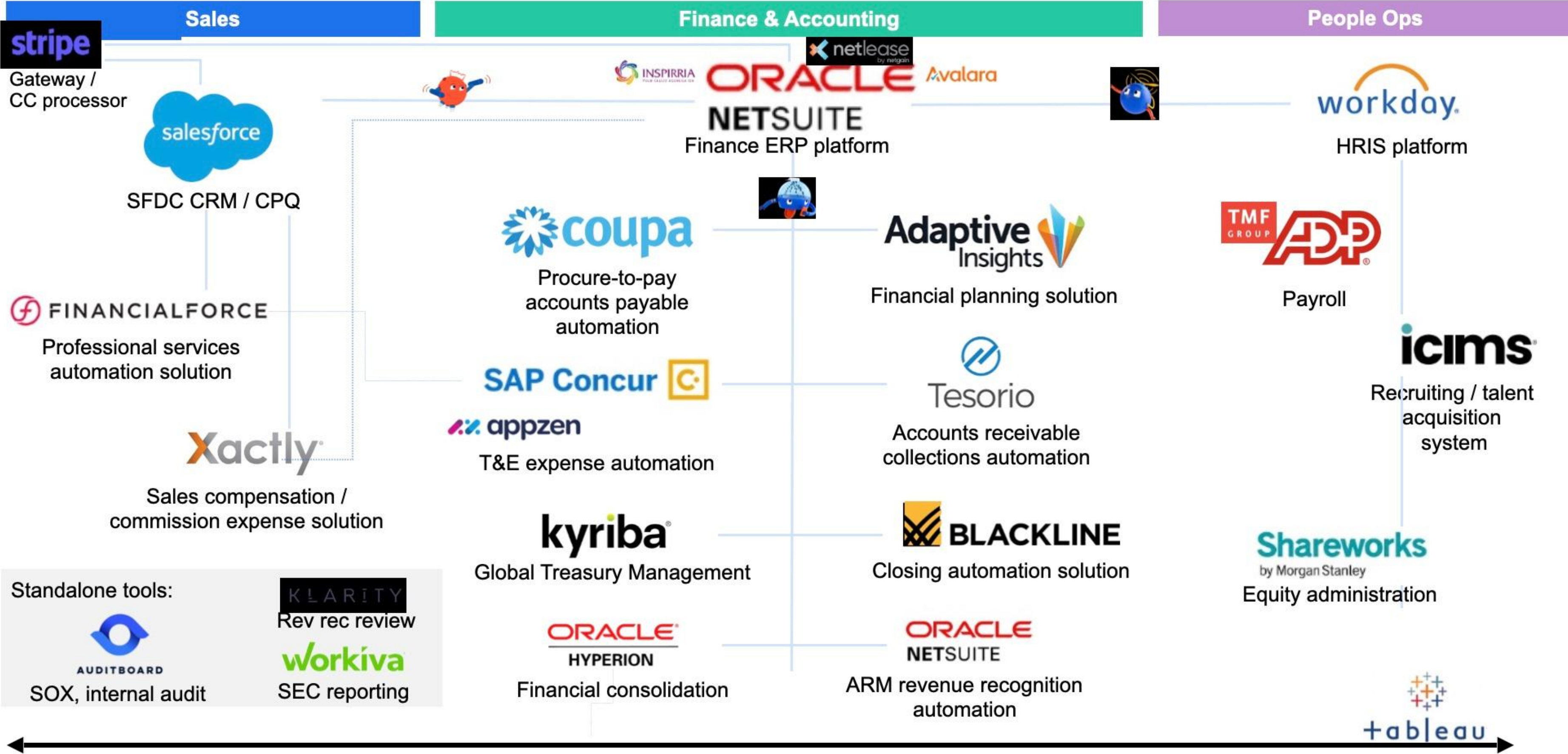


# **4. Emerging Technology Developments Impacting GCCs in Finance & Accounting**





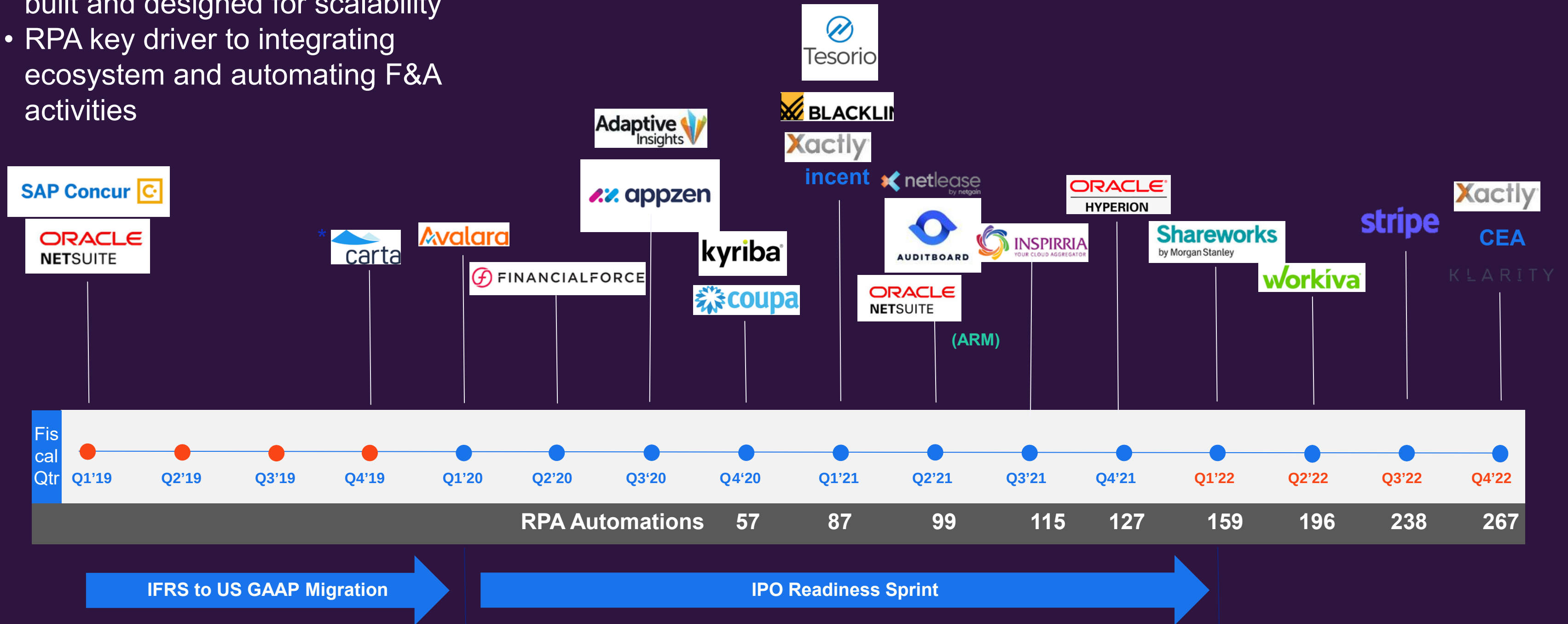
# Core F&A Systems





# System Integration and RPA Implementations

- Best in Class Solutions, 100% cloud, built and designed for scalability
- RPA key driver to integrating ecosystem and automating F&A activities



\* Note: Carta was replaced by Shareworks for Equity administration for Public Company readiness



# Progression of Automation Implementations

30-day close

**Payroll Reconciler**

Reconciliation in payroll for multiple countries and wage types

**The Control Pack**

Generate the Financial Reporting pack for Controllershship Team

20-day close

**Guardian of the Money**

From order>Invoice & Collections

**Integration Champion**

Integrations between multiple systems

15-day close

**Cash App Guru**

Applies cash receipt to issued invoices

**Book My Accrual**

The process of recording expense accruals

10-day close

**Tax Grand Master**

Intercompany transactions and data gathering for Tax department

**Royce Revenue Forecast**

Forecasting daily of Revenue by contract for the company

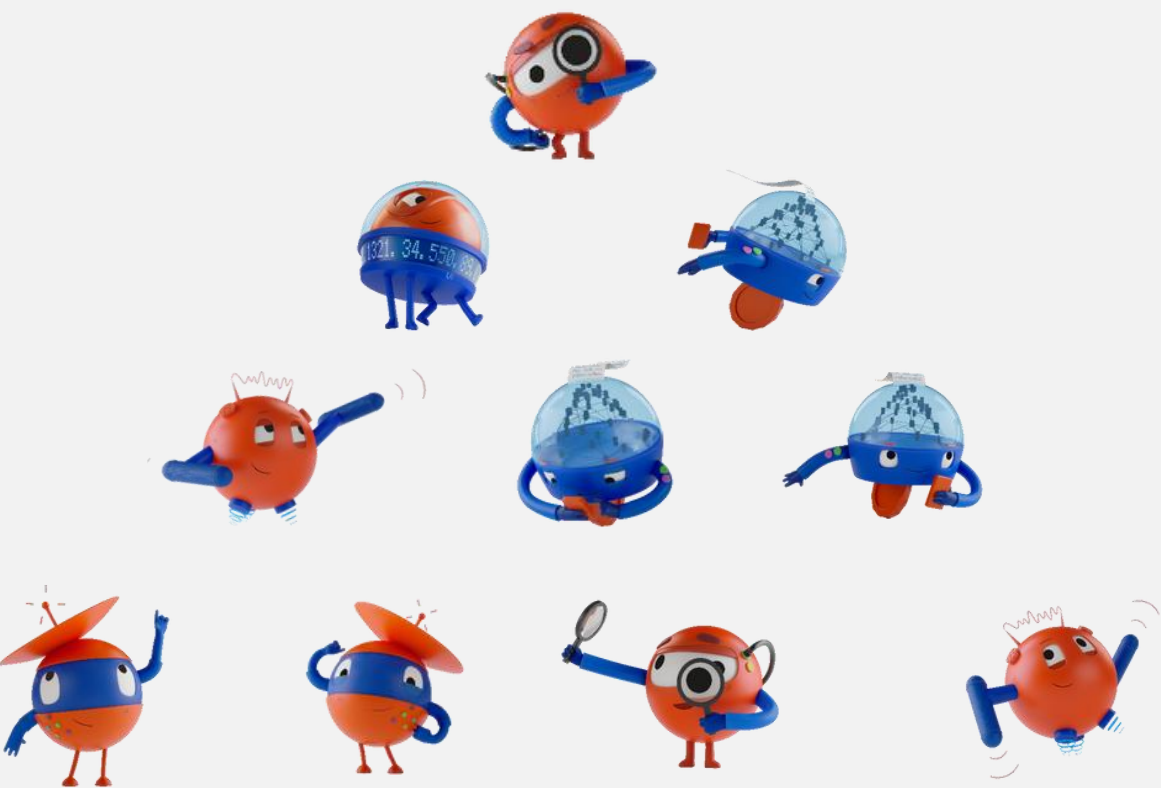
5-day close

**Mr. Disbursement**

AP invoice processing using DU and Action Center

**The Magnifier**

Offers insights on company's trends and performance





# Future Automated Enterprise @ Scale

**Scale**

**Cost impact**




**Compliance / governance**

**People**

- 1-day quarter close
- 50% digital workforce
- Wing-to-wing process automation
- Fully-federated COE model
- A robot for every person

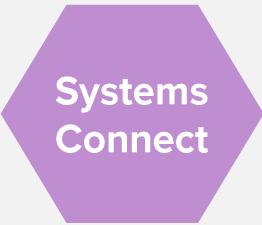




# High Impact Use Cases

Process Area	Challenges (a partial list)	Automation use case ( UiPath RPA robot is setup to : )	Benefits / ROI
	<p>1.Manual data entry and validation of supplier invoices.</p> <p>1.Validation of supplier profile during onboarding process.</p>	<ul style="list-style-type: none"> <li>• Extract data from invoice images intelligently and accurately using AI/ML.</li> <li>• Transfer the extracted data to the AP (ERP) &amp; perform business-rules validation.</li> <li>• Archive invoice images for audit / compliance.</li> <li>• Validate supplier profile against several trusted sources.</li> </ul>	<ul style="list-style-type: none"> <li>• 70% Reduction in invoice processing time</li> <li>• 53% Straight-through processing</li> <li>• 33% Reduction in processing cost</li> </ul>
	<p>1.Manual creation of Sales Orders.</p> <p>1.Invoice generation &amp; delivery.</p>	<ul style="list-style-type: none"> <li>• Identify opportunities in CRM ready for billing.</li> <li>• Verify opportunities are not billed yet.</li> <li>• Creates Sales Orders in ERP automatically.</li> <li>• Identify approved Sales Orders, generates a PDF invoice.</li> <li>• Send the pdf invoice to customers via email or upload the PDF invoice to customer procurement portals.</li> </ul>	<ul style="list-style-type: none"> <li>• 97% Improvement in invoice processing time.</li> <li>• 98% Sales orders are touchless processing.</li> <li>• 35% DSO improvement.</li> </ul>
	<p>1.Generate multiple reporting packs periodically.</p> <p>1.Report validation &amp; distribution.</p>	<ul style="list-style-type: none"> <li>• Download selected financial reports for each period.</li> <li>• Format reports to the desired format.</li> <li>• Consolidate formatted reports into reporting packs.</li> <li>• Trigger reports generation with correct data for distribution.</li> <li>• Flagged reports with incorrect data for manual review.</li> </ul>	<ul style="list-style-type: none"> <li>• 85% time reduction in reporting pack production.</li> <li>• The Controllershship team generates Financial Reporting Pack in a matter of minutes and have more time on analysis/review.</li> <li>• Eliminate any distribution of inaccurate or incomplete reports.</li> </ul>



# High Impact Finance Use Cases – Cont'd

Process Area	Challenges (a partial list)	Automation use case ( UiPath RPA robot is setup to : )	Benefits / ROI
	<p>1.Manual data entry and booking of T&amp;E transactions into G/L (Concur connect)</p> <p>1.Validate EEs hierarchy between HRIS/ Coupa</p> <p>1.Complicated iPaas integrations (i.e., Boomi)</p>	<ul style="list-style-type: none"> <li>• Identify T&amp;E reports approved on weekly basis.</li> <li>• Import approved T&amp;E reports into NetSuite G/L.</li> <li>• Reconcile between Concur and NetSuite weekly.</li> <li>• Identify EEs in HRIS for Cost Center &amp; Mgr details.</li> <li>• Validate EE information in Coupa to Workday data.</li> <li>• Eliminate iPaas providers for data transfer between ERP &amp; sub-systems</li> </ul>	<ul style="list-style-type: none"> <li>• ~4,000 hours saved annually; zero increase in T&amp;E Finance department headcount.</li> <li>• Equivalent of 2-4 FTEs cost avoidance over the past 3 years as we've scaled.</li> <li>• Cost Savings of \$500k per year (license costs) + 1 FTE for maintenance</li> </ul>
	<p>1.Revenue Forecasting</p> <p>1.Cash Flow Forecasting Accuracy</p>	<ul style="list-style-type: none"> <li>• Extract and customize the Rev Rec Fcst Report</li> <li>• Provides accurate revenue waterfall for every arrangement under review.</li> <li>• Extract Daily bank transactions and forecasted disbursements (AP) &amp; collections (AR) in quarter</li> <li>• Update excel model to forecast Cash Flow</li> </ul>	<ul style="list-style-type: none"> <li>• Improved revenue pacing and forecasting process within +/-1% deviation for quarter.</li> <li>• Strengthened disbursement management with daily visibility to cash forecast and +/- 3% deviation for quarter.</li> </ul>
	<p>1.Data extraction for samples selected for testing</p> <p>1.Process documentation for SOPs</p> <p>1.Identification of high-risk transactions</p>	<ul style="list-style-type: none"> <li>• Takes list of invoices/contracts to be pulled from the ERP and robot runs to automatically pull the data for auditors (vs. human).</li> <li>• Utilize Task Capture to document our as-is process, action by action.</li> <li>• Utilize Process Mining to identify high risk transactions that do not follow the process flow</li> </ul>	<ul style="list-style-type: none"> <li>• ~500 hours saved annually internally, speedier audit completion and lower audit fees.</li> <li>• 200 processes documented and automated at customer making changes/maintenance easier updates; lowered audit fees and focused operations for optimization.</li> </ul>



# Demo Video

1. Dext Accounts Payable Automation

<https://www.linkedin.com/feed/update/urn:li:activity:7339645085728284672>

2. KPI and MIS Automation- Reach Reporting

<https://www.linkedin.com/feed/update/urn:li:activity:7344693142794752000>





Use case: Controllership

# Financial Reporting Pack

- The Controllership team generates Financial Reporting Pack in a matter of minutes
- Automation reduced reporting time by 85%

Location: Global

Customer type: Software

Products and bot types used: Attended

## BEFORE



▼ HUMA

- Select entities, period and list of reports

Download reports Netsuite in excel

- Reformat reports

- For each tab of the Pack, refresh data using previously extracted excel reports

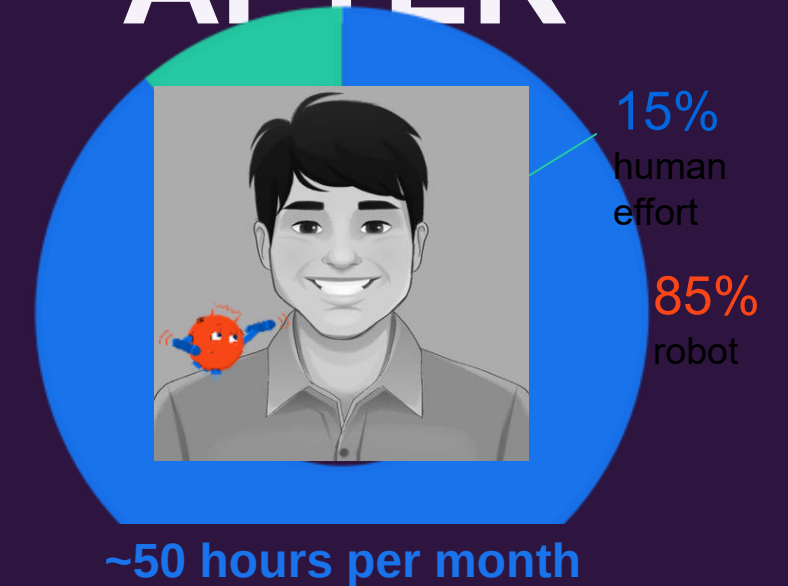
- Analyze data in EXCEL

- Perform controller review

- Determine adjustments and actions over the balances reviewed

TASK COMPLETED

## AFTER



ROBO ▼ HUMA

Downloads all Netsuite reports selected by Controller, per period and entity and then format reports

Populate Financial Reporting Pack by country, using previously downloaded reports

- Prepare Consolidated Financial Reporting Pack

- Perform controller review and determine adjustments and actions over the balances reviewed

TASK COMPLETED

Use case: Accounting

# Accruals booking

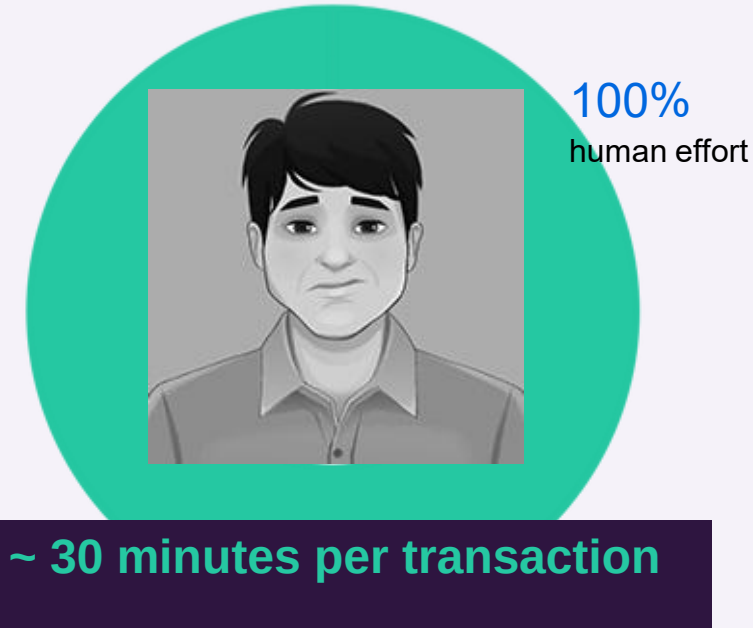
- Month close lengthy process of confirming and booking accruals for services delivered but not yet invoiced
- Automation reduced average order time by 90%

Location: Global

Customer type: Software

Products and bot types used: Attended & Unattended

## BEFORE



▼ HUMAN

• Prepare excel file based on Coupa data

• Split the data per each requester

• Copy the data in Outlook and send email to each requester

• Check emails received

• Compare confirmed amount with Coupa PO data

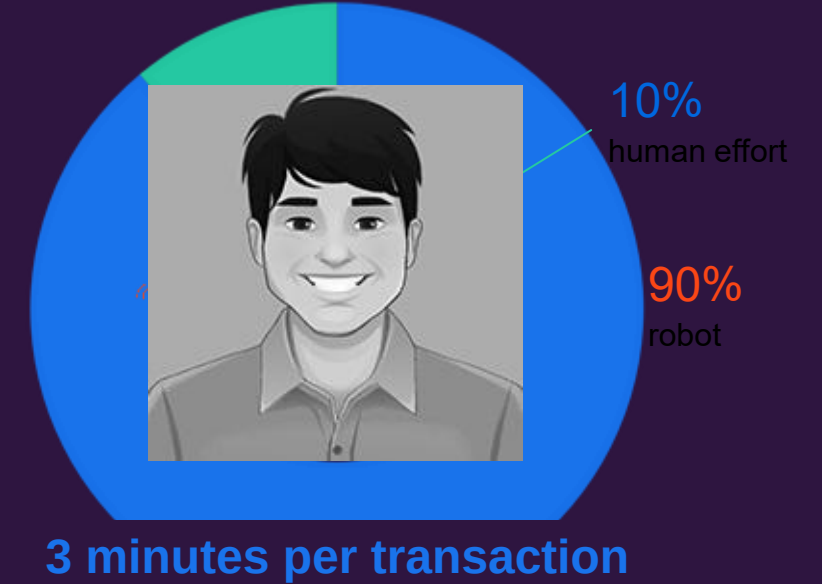
• Send confirmed accruals to Accounting Ops for future processing

• Manually post Journal entries in the ERP

• Create and upload supporting documentation to each Journal Entry.

TASK COMPLETED

## AFTER



ROBOT ▼ HUMAN

Robot prepares and sends emails to business owners with the expected costs

• Business owner reviews exceptions

• Robot picks the response and creates tasks in Action Center

Robot creates supporting documentation pack to facilitate accrual review

• Business user reviews exceptions

• Robot creates the approved journal entries in ERP, uploads the supporting documentation to each transaction, and notifies the stakeholders that the transaction has been uploaded.

TASK COMPLETED



## Use Case: Procurement Soft Close bot

- On a monthly basis, ~700 POs need to be closed in Coupa
- The Coupa Specialist had to close each PO manually
- As of now, the automation reduced completion time by 85% with no errors

Location: Global  
Customer type: Software  
Products and bot types used: Attended

## BEFORE



### ▼ HUMAN

- AP sends a list with all POs to be closed in Coupa

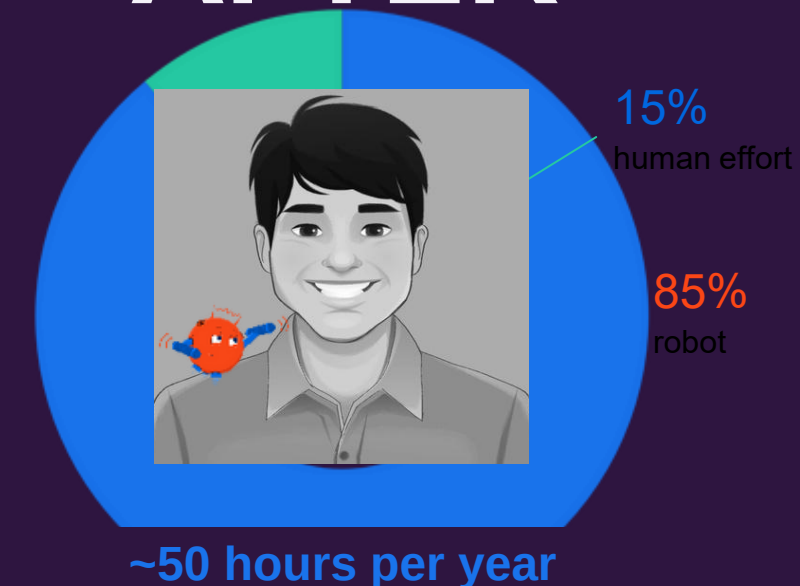
Coupa Admin logs into Coupa

- Each PO from the received list is manually marked as 'soft closed' in Coupa

- Coupa Admin updates the list received and send it back to AP after all POs have been marked as 'soft closed'

TASK  
COMPLETED

## AFTER



### ROBOT ▼ HUMAN

- Coupa Admin inputs to the Robot the file received from AP with all POs to be closed

The Robot logs into Coupa and for each row in the input file, it searches for the PO

The Robot marks as 'soft closed' all POs mentioned in the input file

- The Robot sends an email notification after completion, containing a list with all POs marked as 'soft closed'

Coupa Admin verifies the output file

TASK  
COMPLETED

Use case: Treasury

# Monthly bank statements

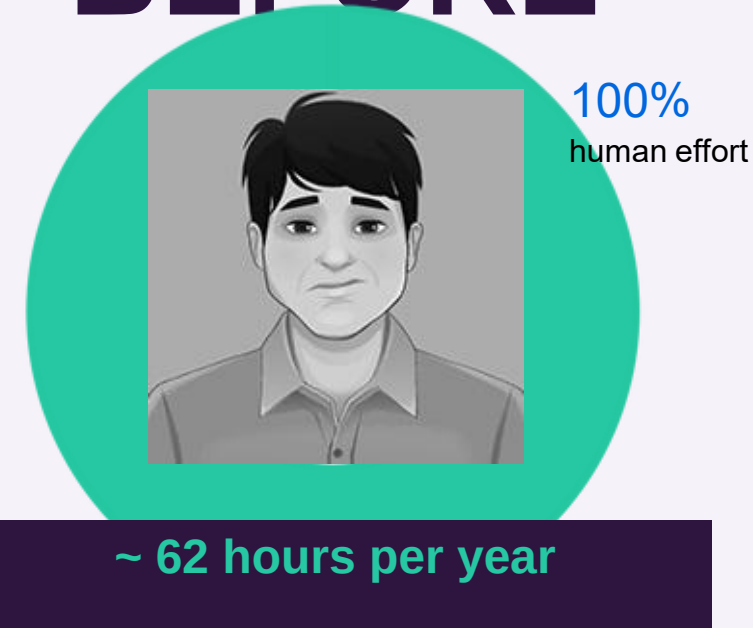
- The Treasury Specialist had to download more than 100 bank statements from more than 10 bank platforms, on a monthly basis
- Automation reduced time by 90%

Location: Global

Customer type: Software

Products and bot types used: Citizen Developer + Unattended

## BEFORE



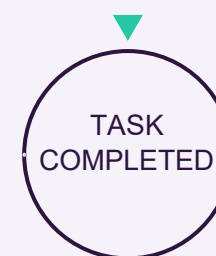
▼ HUMAN

• Logs into multiple bank platforms

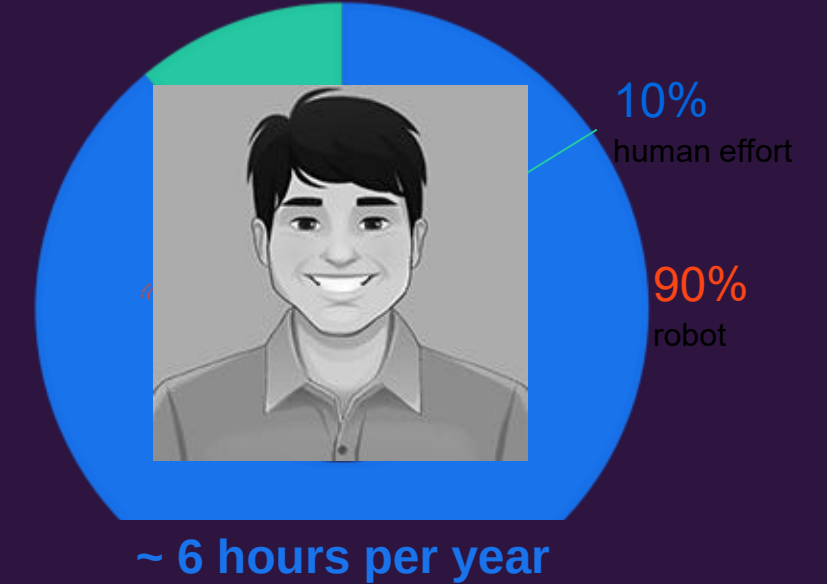
• Downloads for each account the bank statement

• Saves the bank statements into specific country/ account folders

• Informs other teams that the statements are available



## AFTER



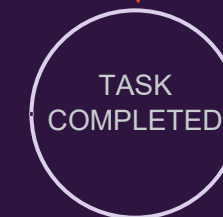
ROBOT ▼ HUMAN

• Bank statements are scheduled to be automatically sent on email

Robot finds the statements received on email and saves them into specific country/ account folders

Robot sends a confirmation report and informs other teams that the statements are available

• Business user reviews the confirmation report in case of exceptions







# CONCLUSION

## **Importance of Global Capability Centres**

Indian Global Capability Centres play a crucial role in the global finance and accounting landscape, serving as key contributors.

## **Strategic Contributions**

These centres enhance efficiency and effectiveness in global financial operations through their strategic roles and contributions.

## **Diverse Accounting Functions**

Indian Global Capability Centres perform a variety of accounting functions that are vital for operational success.

# THANK YOU



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