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In a competitive market, what is company's unique value proposition for the Indian market, and how does the company assist in GCC setup within India?

Our GCC Advisory practice enables us to handhold our client's journey from "Boardroom right to the last mile of execution" anywhere in India or globally. The unique value lies in the end-to-end suite of services delivered through a strong network of in-house global experts and an ecosystem of partners within India. Our pioneering Assisted DIY model offers a flexible and cost-effective alternative to the traditional Build-Operate-Transfer (BOT) approach, granting clients maximum autonomy while ensuring expert guidance. This is especially critical for small-mid market companies with less than \$10 billion in global revenues, which have formed 55% of the total demand in the last 3 years. The model facilitates smooth market entry and optimal partner selection from a real estate standpoint.

What key trends are you observing that are reshaping the GCC landscape in India?

The GCC landscape is evolving with nearly 2/3rd of the demand coming from small first time entrants. The sectoral base of companies has also expanded - we now have engineering, manufacturing, and healthcare coming forward. The

runway for GCC demand in India is long and we expect 5 main trends to keep an eye on:

1. Hybrid - captive strategy:

Companies will continue to set up captive GCC but also leverage outsourcing of low-value, non-core routine jobs to outsourcing partners or BOT providers - especially as GCCs become more R&D and core business functions focused.

2. Co-opetition: From the service providers' standpoint, the opportunity runway is huge, and we expect more co-opetition among providers who will collaborate to compete.

3. Core / India+1: India will remain the nerve center of GCC activity ; however, mature GCCs that have been here much longer will, as they continue to scale, start to explore the Core/India+1 strategy. That growth could be in Tier 2 cities or even markets like the Philippines. We already see mature GCCs having 23-28 seats in the Philippines for every 100 seats in India.

4. Asian HQ companies gaining prominence: American GCCs have long led this segment, but we expect many more Asian, especially Japanese companies, to set up GCCs. Owing to geographic proximity to the Philippines, we believe Australian demand will get split - but given the depth of talent and maturity

of the GCC landscape in India, it will continue to draw attention.

5. Agentic AI: For fully automated processes, agentic AI can result in upto 32% cost savings.

Use of agentic AI, we believe this is the single most important transformative move for existing / mature GCCs – one that will not only enhance value but also further optimize costs.

Needless to say, this sector will continue to draw attention from both state and central governments, and we will continue to see new policies to actively court and enable the continuing growth of GCCs in India.

Given company's expertise in GCC advisory and strategic real estate solutions, could you elaborate on the role of data analytics in providing global enterprises with optimized offshoring strategies within the Indian market?

Data decision making is central to C&W's way of life. We follow the same ethos when advising our clients. Our GCC advisory team enables global enterprises to make informed, data-driven decisions for optimized offshoring strategies. We have launched a pioneering tech platform REV360. This platform provides a comprehensive Total Cost of Operations (TCO) to enable MNCs make decision - with precision and speed. By empowering clients to compare the TCO of setting up a GCC in one country/location over the other - with detailed data insights on Talent cost (usually 85-91% of the TCO), real estate cost, office build out, and operational costs.

With the growing focus on talent acquisition and retention, how is company advising companies on creating workplaces that attract and keep top talent in India's competitive market?

We have a track record of decades of advising clients on workplace strategies and have witnessed this space evolve closely. A decade ago, offshore centers in India operated at a density of 60-70 per sq ft. GCCs today commonly opt 100-150 per sq ft spaces. From being designed to look identical and rows of compact workstations - designed to maximize space efficiency, the focus has shifted from cost per sq ft to experience and value per sq ft. We are seeing many more collaborative spaces, brainstorming rooms and nooks, and technology to enable discussions and group work. Understandably, as innovation becomes the prime focus of GCCs, cubicles have paved the way for community-based working that enables serendipitous collisions and opportunities for innovation to spark throughout the workplace.

Considering the complexities of GCC operations in India, how does company advise global enterprises on identifying, evaluating, and mitigating key strategic risks to enhance their long-term resilience?

As a leading global service provider, our job is to help clients build and run sustainable operations that enhance long-term resilience. We push our clients to ask tough questions and enable decision making through data. For example,

- **Proven Locations Vs Right Location lens:** Use data to let them choose a right-fit location basis their talent and business needs - not just by blinding following the sun!
- **Right fit RE model:** Provide right-fit real estate strategy, which requires long-term cost commitments. Apply a capex vs. opex model mindset while choosing what's right for their business. Implement future-proofing solutions including flexible lease terms and temporary space arrangements to address unplanned expansion needs.