Global In-house Center (GIC) Setup Capabilities in India – Provider PEAK Matrix® Assessment 2024

September 2024: Complimentary Abstract / Table of Contents

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Introduction

As Global In-house Centers (GICs) gain traction worldwide, enterprises are seeking insights into how to effectively leverage providers to set up their GICs. This pursuit has gained greater significance in today's turbulent economic climate, where enterprises grapple with substantial talent and cost pressures. In their endeavor to cultivate or expand their in-house delivery capabilities, enterprises are increasingly open to receiving assistance from providers.

Within this context, enterprises can seek provider support in establishing GICs, primarily through three models: assisted, joint venture, and build-operate-transfer models.

In order to assess the different capabilities offered by providers in this GIC setup space, we have undertaken an in-depth analysis of key providers across all three models.

In this research, we present the assessment of 24 providers featured on the GIC Setup Capabilities in India – Provider PEAK Matrix®, a comprehensive matrix that evaluates and categorizes providers in terms of their GIC setup-focused capabilities.

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

This report includes the profiles of the following 24 leading providers featured on the GIC Setup Capabilities in India – Provider PEAK Matrix:

- **Leaders:** Accenture, ANSR, Ernst & Young (EY), IBM, Infosys, and Tata Consultancy Services (TCS)
- **Major Contenders:** Aeries, Capgemini, Cognizant, Deloitte, Firstsource, Genpact, HCLTech, LTIMindtree, NTT DATA, Tech Mahindra, Wipro, and WNS
- **Aspirants:** Datamatics, EXL, Grant Thornton, Hexaware, Hitachi Digital Services, and Persistent Systems

Scope of this report

Geography: India

Services: GIC setup services (BOT, assisted, and JV)

Providers: 24

Overview and abbreviated summary of key messages

This report examines the GIC setups-focused capabilities of 24 global providers. The research uses Everest Group's proprietary PEAK Matrix framework to evaluate provider capabilities across two key dimensions – market impact and vision & capability. It also includes an assessment of the providers' key strengths, areas of improvement, and capabilities.

Some of the findings in this report, among others, are:

Leaders: Accenture, ANSR, EY, IBM, Infosys, and TCS

- Most Leaders have a structured and programmatic approach to the GIC setup market. Some of these providers also have CXO-level support in focused pursuit of this segment and, as such, have clear mandates and dedicated investments in this area
- Some of these Leaders also maintain dedicated teams or business units to focus on the GIC market segment

Major contenders: Aeries, Capgemini, Cognizant, Deloitte, Firstsource, Genpact, HCLTech, LTIMindtree, NTT DATA, Tech Mahindra, Wipro, and WNS

- Major contenders typically offer less extensive end-to-end capabilities and a narrower scope of services. They operate on a smaller scale compared to leaders, with fewer full-time employees focused on delivery and reduced capacity to handle multiple deals simultaneously
- Major contenders often take a more flexible, opportunistic approach to the market rather than a structured, programmatic one. These providers rely on fungible resources for setup and delivery and may either lack or be in the process of developing a dedicated business unit or sales team

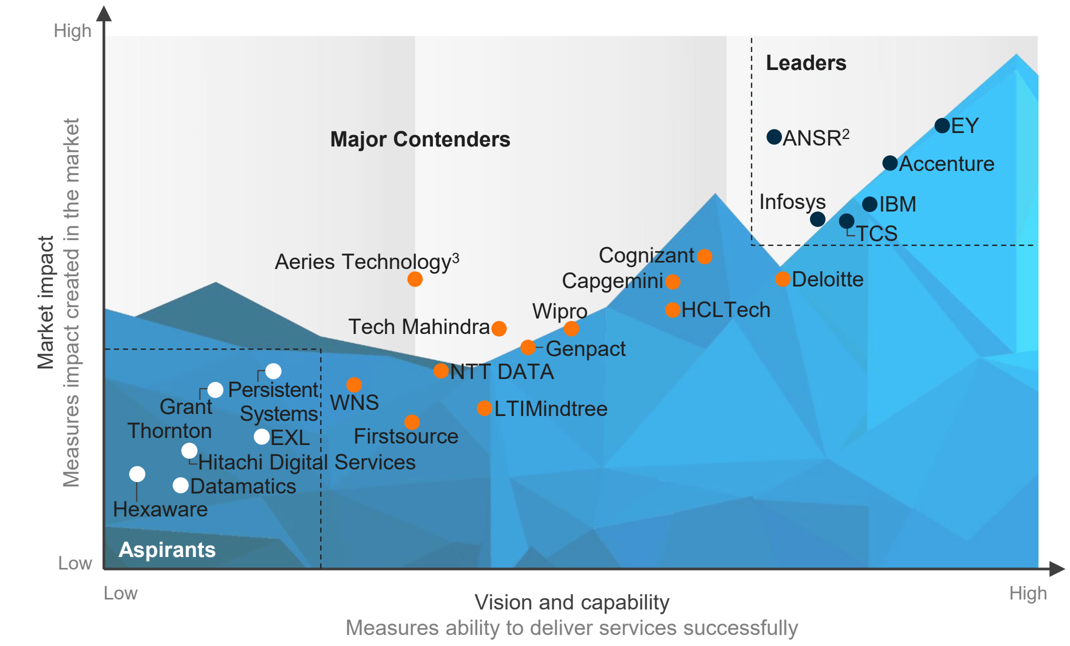
Aspirants: Datamatics, EXL, Grant Thornton, Hexaware, Hitachi Digital Services, and Persistent Systems

- Aspirants typically focus on delivering assisted setup deals and generally have limited experience or capabilities in executing BOT and JV setups
- They tend to adopt a reactive approach to the GIC setup market, with their offerings currently evolving in response to the recent surge in demand. Their client acquisition largely depends on responding to RFPs

This study offers three distinct chapters providing a deep dive into key aspects of GIC setups market; below are three charts to illustrate the depth of the report

Everest Group PEAK Matrix® Assessment 2024

Everest Group Global In-house Center (GIC) Setup Capabilities in India – Provider PEAK Matrix® Assessment 2024[1]



1 Analysis for Capgemini, Deloitte, EXL, EY, Firstsource, Genpact, HCLTech, Hexaware, Hitachi Digital Services, LTIMindtree, NTT DATA, Persistent Systems, TCS, Tech Mahindra, and Wipro excludes inputs from the provider and is based on Everest Group's estimates that leverage Everest Group's proprietary data assets, providers' public disclosure, and interaction with buyers
2 ANSR's business model primarily focuses on providing setup, design, and administrative support services for GIC setups
3 Aeries Technology's GIC setup model is a combination of the assisted and the BOT GIC setup models
Source: Everest Group (2024)

Capability assessment

Illustrative example

Measure of capability: Low High

Providers	Market impact				Vision and capability				
	Market adoption	Portfolio mix	Value delivered	Overall	Vision and strategy	Scope of services offered	Innovation and investments	Delivery footprint	Overall
Provider 1									
Provider 2									
Provider 3									
Provider 4									
Provider 5									
Provider 6									

Everest Group's remarks on providers

Illustrative example

Measure of capability: Low High

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

Strengths

- Provider 1, has a dedicated business unit for GIC pursuits, supported by specialized teams and leadership, coordinating with source and destination geography teams for setups
- It is investing considerably to elevate brand reputation and establish presence in the GIC setup market

Limitations

- Provider 1 has limited experience and offerings in joint venture setup models
- It typically serves larger enterprises, with limited play in the small/midsize segment

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Global Business Services (GBS) State of the Market 2023: Onward and Upward	September 2023
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