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THE MID-MARKET GCC PLAYBOOK:

SCALING WITHOUT OVERHEAD

KEY TAKEAWAYS

- Mid-market firms face mounting cost and talent pressures; GCCs offer a unified solution to boost resilience and innovation.
- The global GCC market is on track to grow from ~USD 129B in 2023 to ~USD 454B by 2032 at ~13.5% CAGR.
- India leads with ~1,500 centers today; mid-market share (20–25%) is set to rise to 35–40% as GCCs surpass 2,000 in 3–5 years.
- A structured five-phase playbook (Assess, Design, Build, Operate, Transform) helps mid-market leaders execute confidently.
- Structured partner guidance enables faster, lower-risk setups.
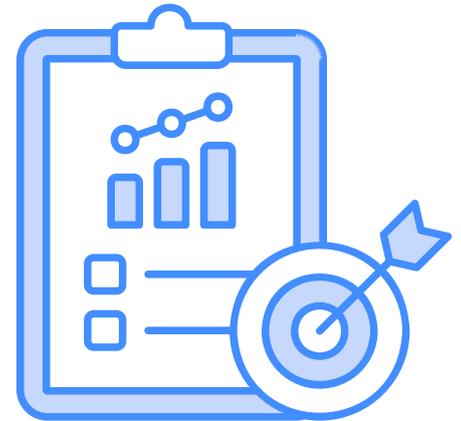
With these key insights in mind, let's explore the strategic impact of GCCs and how the five-phase roadmap drives success.

INTRODUCTION

As organizations accelerate digital transformation and seek resilient, scalable operations, Global Capability Centers (GCCs) have become a strategic imperative. The GCC market was valued at about USD 128.6 billion in 2023 and is projected to reach roughly USD 454 billion by 2032 at approx. 13.5% CAGR. [1]

Mid-market firms often grapple with mounting cost pressures[2], rising operational expenses, and the need to maintain healthy margins even as they pursue growth. At the same time, talent shortages[3] in areas like advanced analytics, AI, and cybersecurity make it difficult to build and sustain high-performing teams internally. Executives also face uncertainty from market volatility and potential disruptions[4] (e.g., supply chain shocks or sudden demand spikes), which can derail service levels and customer experience. GCCs address these needs in one move: centralizing functions and tapping global talent pools to streamline operations, enhance agility, andR unlock innovation.

India remains the largest and most mature GCC hub[5], yet mid-market firms also consider other regions[6] for specific advantages: the Philippines offers strong English proficiency and nearshore support; Poland delivers engineering and analytics expertise in European time zones; Malaysia excels in shared services; and Latin America provides U.S. nearshore proximity, cultural affinity, and growing talent pools. When choosing a GCC location, organizations should compare these strengths—time-zone fit, skill availability, cost profile, and resilience—to find the optimal match for their evolving needs.
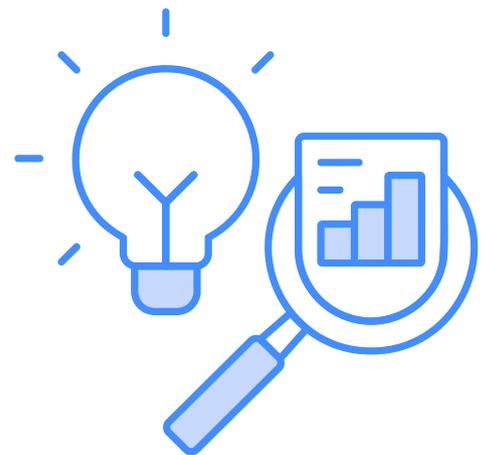
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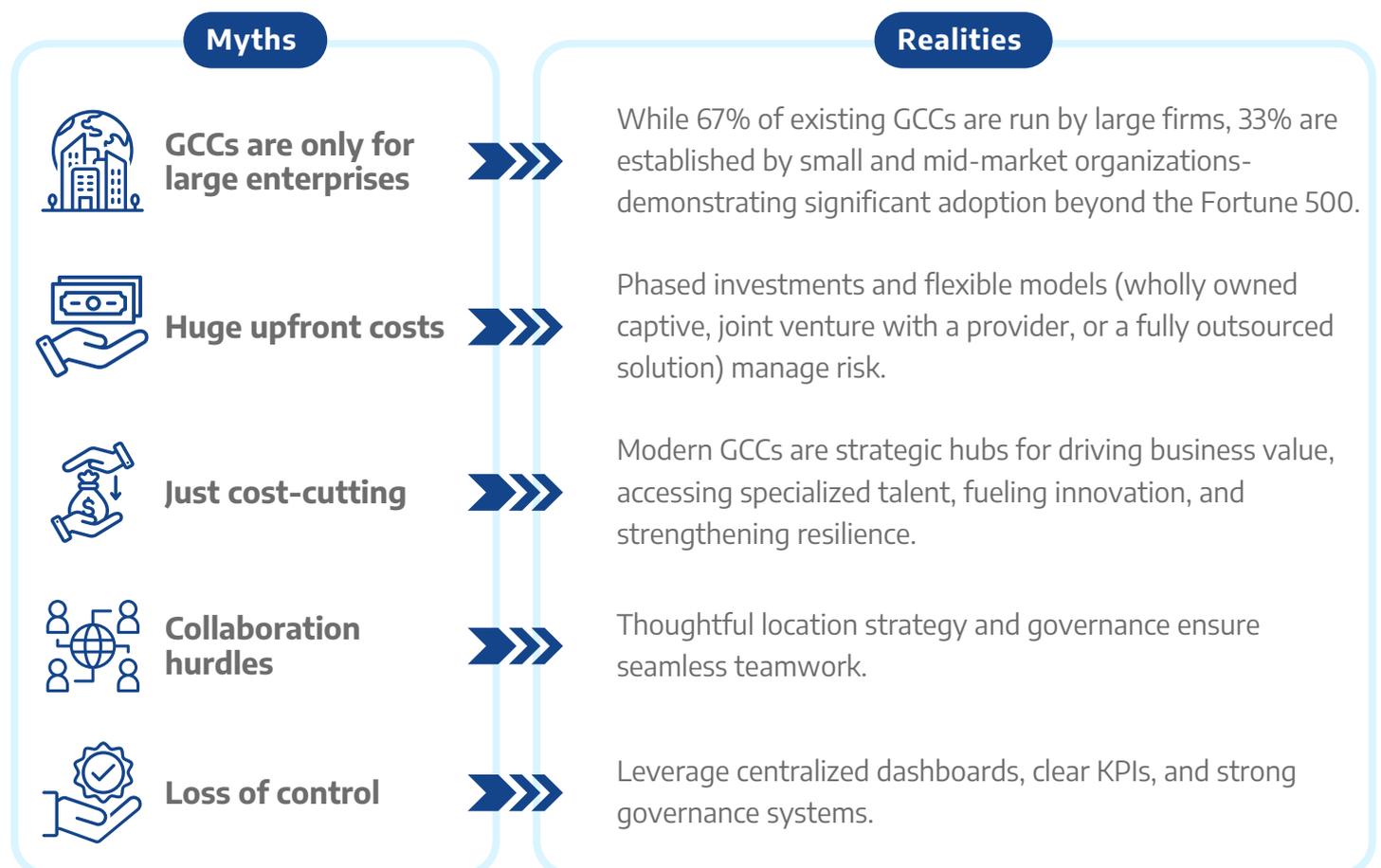
STRATEGIC BUSINESS BENEFITS AND COMMON MYTHS

Strategic Benefits of a GCC

- Accelerate Innovation: Break legacy constraints; retain full IP.
- Enhance Control: Centralize governance with real-time metrics.
- Access Talent: Tap specialized global skill pools.
- Boost Resilience: Distribute functions to weather disruptions.
- Scale Agility: Right-size teams as priorities shift.

Common Myths & Realities

Myths	Realities
GCCs are only for large enterprises	While 67% of existing GCCs are run by large firms, 33% are established by small and mid-market organizations—demonstrating significant adoption beyond the Fortune 500.
Huge upfront costs	Phased investments and flexible models (wholly owned captive, joint venture with a provider, or a fully outsourced solution) manage risk.
Just cost-cutting	Modern GCCs are strategic hubs for driving business value, accessing specialized talent, fueling innovation, and strengthening resilience.
Collaboration hurdles	Thoughtful location strategy and governance ensure seamless teamwork.
Loss of control	Leverage centralized dashboards, clear KPIs, and strong governance systems.

This playbook debunks these myths and offers a practical, phased roadmap to help mid-market firms scale through GCCs—without excessive overhead or execution risk. By following this five-phase roadmap—Assess, Design, Build, Operate and Transform, organizations can leverage GCCs to enhance their operational efficiency, improve talent acquisition, and drive sustainable growth.

The GCC Playbook:
Five Phases to a High-Performing Center

**Assess** → **Design** → **Build** → **Operate** → **Transition**

Phase 1: Assess

- **Stakeholder Mapping & Alignment:** Identify, map, and categorize all relevant stakeholders (internal and external). Conduct initial engagement sessions to understand their interests, concerns, and expectations.
When: At project kick-off and prior to vision definition.

- **C-Suite & Board Alignment:** Conduct workshops and interviews with C-level executives and board members to ensure top-level buy-in and strategic alignment.
When: Early in the assessment phase.

- **Current State Assessment:** Engage key process owners, department leads, and frontline staff through surveys, interviews, and workshops to gather insights on existing processes and pain points.
When: Throughout the assessment phase.

- **Stakeholder Communication:** Establish regular communication channels (newsletters, meetings, dashboards) to keep stakeholders informed and solicit feedback.
When: Ongoing throughout the phase.

Phase 2: Design
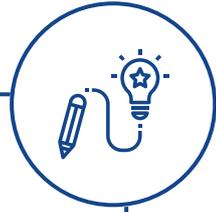
- **Collaborative Workshops:** Facilitate cross-functional workshops involving stakeholders from all impacted departments to co-design future-state processes and solutions.
When: At the start and midpoint of the design phase.

- **Feedback Loops:** Present design prototypes and process maps to stakeholder groups for iterative feedback and validation.
When: After each major design milestone.

- **Governance Structure:** Involve key stakeholders in governance bodies (steering committees, working groups) to guide decision-making and resolve conflicts.
When: Established at phase start and maintained throughout.

Phase 3: Build

- **Stakeholder Testing & Pilots:** Engage end-users and process owners in pilot programs and user acceptance testing to ensure solutions meet real-world needs.
  When: During system configuration and before full deployment.

- **Change Impact Assessments:** Collaborate with stakeholders to identify and address change impacts, tailoring training and communications accordingly.
  When: Before and during rollout.

Phase 4: Operate

- **Ongoing Engagement:** Maintain regular touchpoints with stakeholders via feedback sessions, performance reviews, and improvement workshops to ensure continued alignment and adoption.
  When: Post-implementation and throughout steady-state operations.

- **Recognition & Success Sharing:** Publicly acknowledge stakeholder contributions and share success stories to reinforce engagement.
  When: At key milestones and during regular operations.

Phase 5: Transition

- **Knowledge Transfer:** Conduct knowledge-sharing sessions and provide documentation to ensure stakeholders are equipped for sustained success.
  When: During handover and transition to business-as-usual.
- **Continuous Improvement:** Involve stakeholders in ongoing process reviews and improvement initiatives.
  When: Post-transition and as part of continuous improvement cycles.

Overcoming Challenges in GCC Growth Stages

Mid-market GCC initiatives often encounter hurdles; proactive measures smooth the path.

Common Pitfalls & Solutions

NO CLEAR SUCCESS METRICS
Define specific KPIs and OKRs at the outset to track progress and focus improvement efforts.

LIMITED STAKEHOLDER ENGAGEMENT
Establish joint governance forums and regular business reviews to keep sponsors and teams aligned.

POOR KNOWLEDGE RETENTION
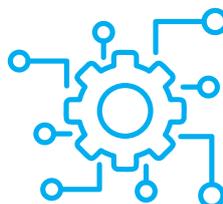·Create formal hand-off processes, maintain up-to-date documentation, and set up mentorship programs.

MISALIGNED OBJECTIVES
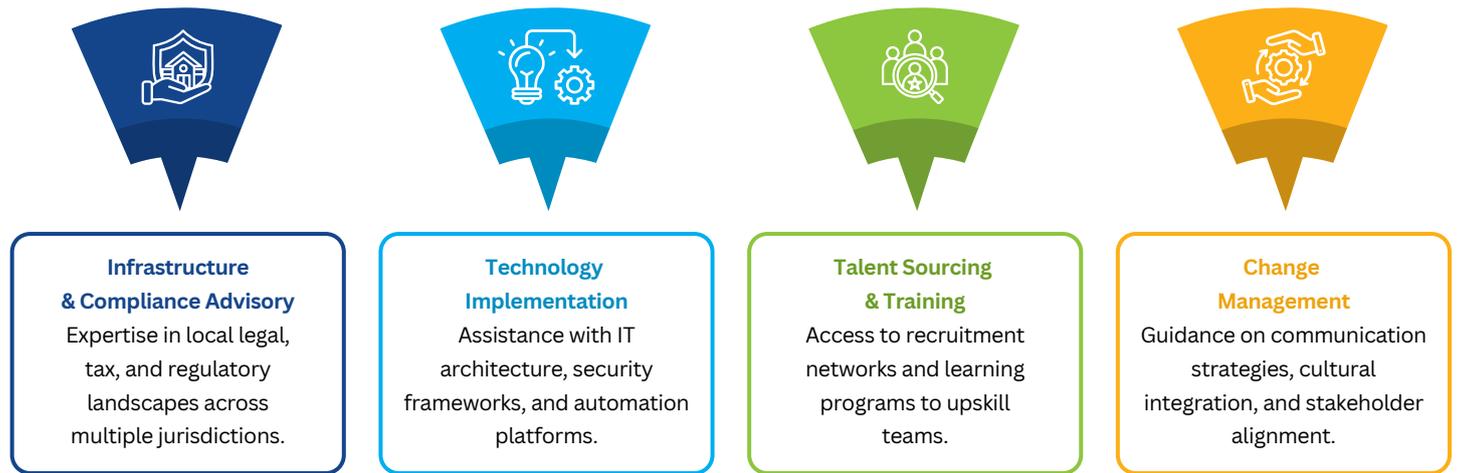Conduct quarterly strategic reviews to ensure GCC goals map directly to parent-company priorities.

SLOW AUTOMATION ADOPTION
·Prioritize AI and RPA use cases with clear ROI and embed automation into standard operating procedures.

THE ROLE OF STRATEGIC PARTNERS IN ESTABLISHING GCCs

Collaborating with specialized partners can streamline GCC setup and accelerate time-to-value. Common offerings include:

Infrastructure & Compliance Advisory
Expertise in local legal, tax, and regulatory landscapes across multiple jurisdictions.

Technology Implementation
Assistance with IT architecture, security frameworks, and automation platforms.

Talent Sourcing & Training
Access to recruitment networks and learning programs to upskill teams.

Change Management
Guidance on communication strategies, cultural integration, and stakeholder alignment.

Nearly half of the new GCCs leverage strategic partnerships to reduce risk and speed deployment [7]. Mid-market firms benefit from selective collaboration while retaining core governance control.

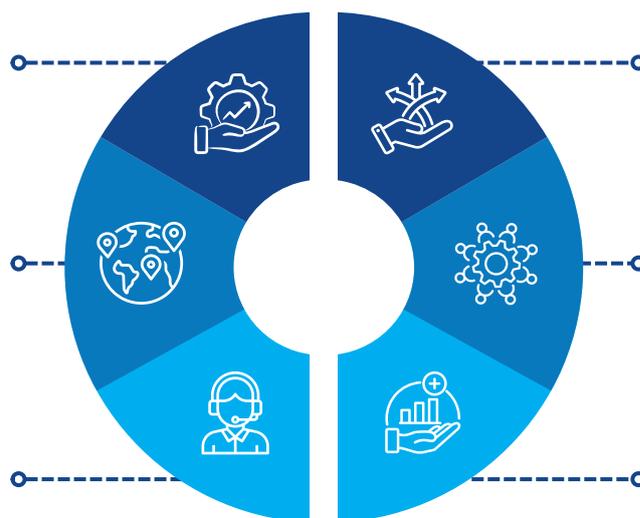While many providers exist, mid-market leaders should evaluate based on:

Sector Expertise
Experience in your industry (e.g., healthcare, BFSI, technology).

Flexibility & Cost Models
Tailored cost structures & risk-mitigation strategies for mid-market firms.

Geographic Reach
Footprint in desired GCC locations.

Cultural Fit
Alignment with your organization's values and working style.

Service Breadth
Range from strategy advisory to turnkey operations support.

Performance & Outcomes
Demonstrated track record with measurable results—look for partner case studies, ROI metrics, and satisfaction scores (e.g., NPS, CSAT) showing client success and sustained value delivery.

(Note: Aeries Technology is one potential partner among others, offering end-to-end GCC services and recognized in Everest PEAK Matrix®.)

Other sources:
 7. https://www.everestgrp.com/shared-services-global-business-services-centers/the-evolution-and-growth-of-global-capability-centers-gccs-and-the-critical-role-of-providers-blog.html

Aeries GCC Success Story: Establishing a High-Performing Global Capability Center (GCC) for a Leading Healthcare Technology

Background

A leading healthcare technology provider needed to centralize and scale global operations under pandemic constraints, ensuring efficiency, quality, and resilience.

Challenges

Surging Volumes & Pandemic Impact

Rapid demand shifts require quick capacity adjustments.

Talent Gaps

·Need for AI/analytics and compliance expertise amid hiring restrictions.

Regulatory & Security

Maintain HIPAA compliance and data protection remotely.

Service Quality

Sustain high support standards despite distributed teams.

Operational Resilience

Handle unpredictable spikes without disruptions.

Solutions

Lean, Phased Scaling:
- Rebadged existing vendor resources and conducted targeted virtual hiring to build an initial team.
- Scaled to ~160 FTEs in 15 months during COVID, later expanding beyond 300 as conditions stabilized.

Robust Security & Compliance:
- Implemented zero-trust architecture, encryption, and remote governance to meet healthcare regulations.

Targeted Talent & Onboarding:
- Combined rebadged roles with focused recruitment for niche skills; streamlined virtual onboarding and continual upskilling.

Centralized Monitoring & Quality Controls:
- Deployed dashboards tracking SLAs, ticket volumes, and error rates; held regular review forums to adjust processes.

Resilience Planning:
- Choose stable locations and maintain surge-capacity and disaster-recovery playbooks to manage demand spikes seamlessly.

Outcomes

Rapid Scale-Up
·Reached ~160 members in 15 months under pandemic constraints; grew to 300+ subsequently.

High Satisfaction
Maintained ~92% employee satisfaction and 100% customer satisfaction through scale-up.

Efficiency Gains
Chatbot and AI pilots cut support tickets and manual effort, yielding notable cost savings.

Resilience & Compliance
Zero major security or compliance incidents; uninterrupted service during peak times.

Innovation Momentum
Early POC acclaim led to broader rollouts (e.g., predictive analytics), reinforcing market leadership.

Conclusion: The Future of Mid-Market Growth Starts Now

Mid-market firms that fail to leverage GCCs risk falling behind. A structured, phased approach ensures maximum scalability with minimal risk.

Get in touch today for a customized GCC feasibility assessment.

About Aries

Aeries Technology (NASDAQ: AERT) is a global leader in AI-enabled value creation, business transformation, and Global Capability Center (GCC) delivery for private equity (PE) portfolio companies, enabling scalable, technology-driven execution.

Founded in 2012, Aeries is also recognized for its strong focus on employee development and workplace culture, earning Great Place to Work® Certification two years in a row.

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