

GCC Maturity is no longer about Age

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For decades, globalisation moved work in waves.

First came manufacturing.

China became the world's factory. The impact on America was real- NBER research estimates that rising Chinese import competition accounted for roughly one-quarter of the decline in U.S. manufacturing employment during the China-shock period.

Then came the second wave. Services.

India emerged as a major destination for IT and BPO work; customer support, finance processing, software services and back-office operations.

But now we are entering a very different third phase... GCCs.

And this is where the story gets interesting.

A Global Capability Centre is not simply an outsourced vendor doing repetitive work cheaply.

Increasingly, it is the multinational's own centre ; building software, analysing data, developing products, running cybersecurity, managing finance, experimenting with AI and conducting

R&D.

India's GCC sector now employs more than 2.36 million people and generates close to \$100 billion annually .

Starbucks is the latest example. Its planned Chennai GCC will support areas including software development, finance and R&D.

So perhaps the evolution looks something like this-

FACTORY -> BACK OFFICE -> ENTERPRISE BRAIN

Which raises a fascinating question:

Is this part of what America's current reshoring and jobs debate is reacting to?

Partly, yes.

The Trump administration has explicitly pushed for manufacturing to return to America and has argued that some outsourcing-linked H-1B practices displace American workers.

In September 2026, it extended restrictions on certain H-1B entries, including a \$100,000 payment requirement for many new petitions.

But here comes the paradox.

Make it significantly harder or more expensive to bring skilled people to America and companies may decide to take the work to the people instead .

Reuters reported that tighter U.S. visa rules were already encouraging some companies to consider shifting more high-value work to Indian GCCs.

And that changes the debate completely.

This is no longer merely about-

"Where can we find cheaper labour?"

It is increasingly about:

Who owns the engineers?
Who develops the AI?
Who controls the data?
Who designs the product?

GCC Maturity Is No Longer About Age

Maturity today is measured by how quickly a GCC evolves up the value chain—
not by how long it has existed.

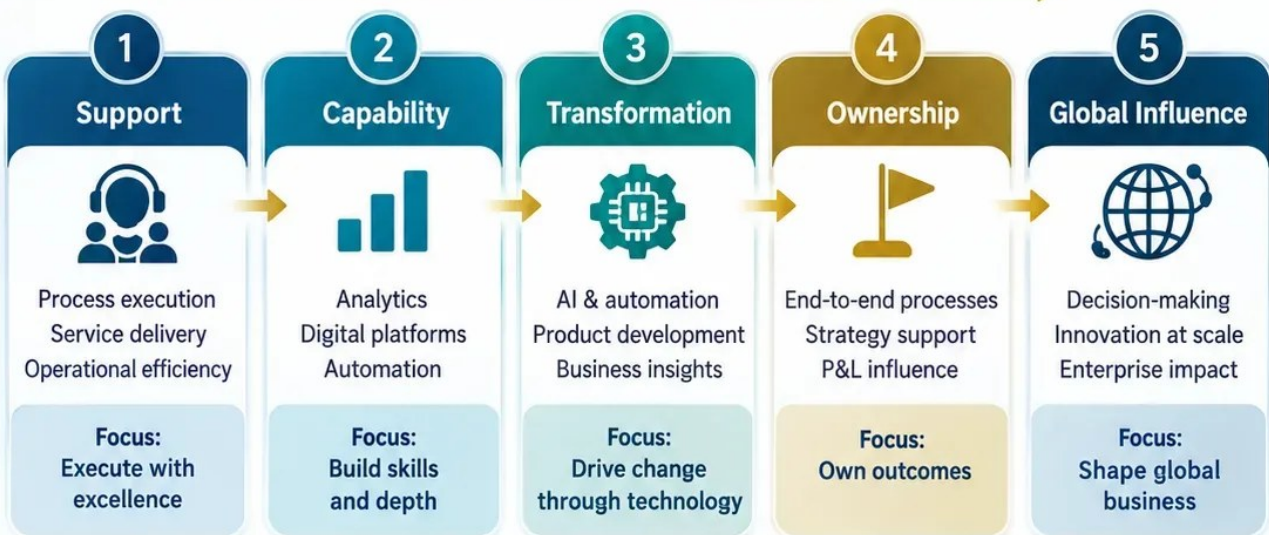
IT'S A JOURNEY
OF VALUE,
NOT A TIMELINE.

EVOLVE
→
CREATE VALUE
→
MAKE AN IMPACT

MOVEMENT ACROSS STAGES MATTERS MORE THAN AGE.

PROGRESS
DEFINES
MATURITY

HIGHER
VALUE
GREATER
IMPACT



**Real maturity = speed of evolution,
ownership, innovation and enterprise influence.**



A 5-year-old GCC can be more mature than a 20-year-old GCC
if it owns **higher-value work**.

Who owns the intellectual capability?\n And where are global decisions actually made?\n\n

Yesterday, nations competed for factories .

Then they competed for service jobs .

Today, they are increasingly competing for enterprise capability itself .

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Perhaps the next great debate over\n globalization won't be about-

WHERE IS THE PRODUCT MADE?

It will be:

WHERE DOES THE CORPORATE BRAIN LIVE?

And that may have far greater strategic consequences than outsourcing ever did.

#GCC #GlobalCapabilityCenters #IndiaGCC #Globalisation #FutureOfWork #ArtificialIntelligence
#Technology #Outsourcing #Manufacturing #BusinessStrategy #Talent #DigitalTransformation
#GlobalBusiness

Source: <https://www.nextstephr.in/article.php?id=24>