



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

Integrated profile - Accenture and ANSR

October 2024



# 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 the research, we present the assessment of 24 providers featured on the [Global In-house Center \(GIC\) Setup Capabilities in India – Provider PEAK Matrix® Assessment 2024](#), 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.

**The full 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

# Global In-house Center (GIC) Setup Capabilities in India PEAK Matrix® characteristics

## Leaders

Accenture, ANSR, Ernst & Young (EY), IBM, Infosys, and Tata Consultancy Services (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
  - In addition to having dedicated business units, some providers also have a fundamentally different sales engine and dedicated go-to-market groups for the GIC segment. These teams also focus on increasing the number of net new logos in the GIC space
- These providers have developed well-defined playbooks for GIC setup deals

## 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
- Some of these providers might not have established dedicated mandates and playbooks for GIC setup deals, but possess capabilities to pursue such deals

## Aspirants

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

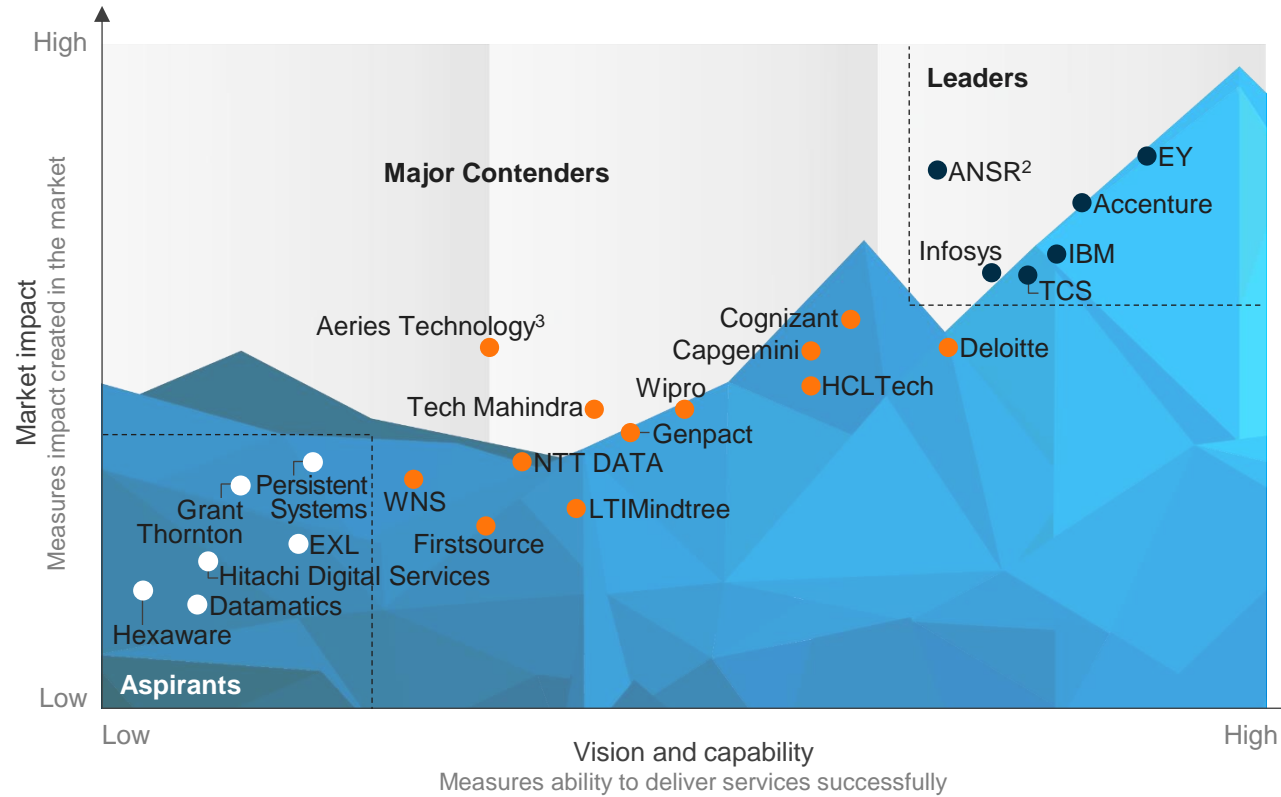
- Aspirants typically focus on delivering assisted setup deals and generally have limited experience or capabilities in executing BOT and JV setups
- They tend to adopt a reactive approach to the GIC setup market, with their offerings currently evolving in response to the recent surge in demand. Their client acquisition largely depends on responding to RFPs
- These providers lack dedicated practices, business units, or specialized teams for managing GIC setup deals and might not possess well-developed ecosystems for end-to-end delivery

# Everest Group PEAK Matrix®

Global In-house Center (GIC) Setup Capabilities in India – Provider PEAK Matrix® Assessment 2024 | Both Accenture and ANSR are positioned as Leaders

## Everest Group Global In-house Center (GIC) Setup Capabilities in India – Provider PEAK Matrix® Assessment 2024<sup>1</sup>

- Leaders
- Major Contenders
- Aspirants



<sup>1</sup> 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

<sup>2</sup> ANSR's business model primarily focuses on providing setup, design, and administrative support services for GIC setups

<sup>3</sup> Aeries Technology's GIC setup model is a combination of the assisted and the BOT GIC setup models

Source: Everest Group (2024)

# Accenture profile (page 1 of 5)

## Overview

### Company overview

Accenture is a global professional services company, originally from the US and now headquartered in Dublin, Ireland. It specializes in combining technology with industry knowledge and functional expertise to provide a wide range of services across its Strategy and Consulting, Technology, Operations, Industry X, and Song business units. Accenture also supports GIC initiatives through both internal capabilities and strategic partnerships, with 275,000+ FTEs having assisted over 100 clients through various stages of the GIC life cycle.

**Headquarters:** Dublin, Ireland

**Website:** [www.accenture.com](http://www.accenture.com)

### Suite of GIC setup services

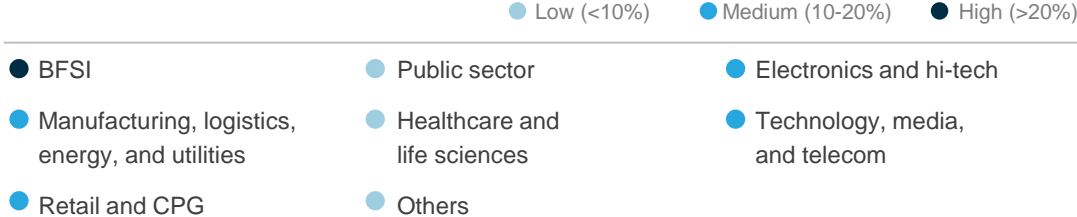
- BOT
- Assisted
- Joint Venture (JV)

Average deal tenure of GIC setup deals secured in India: 2 years

### Recent developments

**2024:** Accenture invested US\$170 million in ANSR, acquiring a minority stake. Accenture is expected to benefit from ANSR's service offerings, talent, and real estate network, broadening its client base and strengthening its capabilities in supporting global initiatives.

### Share of GIC setups across industry verticals served



# Accenture profile (page 2 of 5)

## Overview

In-house capabilities and provider partnerships across the GIC setup value chain (owned – managed internally with in-house teams; partnered – outsourced to external providers)

<b>GIC setup capabilities</b>	<b>Delivery model (Owned/Partnered)</b>
Legal affairs (entity establishment, due diligence, etc.)	Partnered
Real estate-related (location shortlisting, leasing, fit outs, etc.)	Partnered
Corporate functions (payroll, finance, procurement, technology, etc.)	Owned
Recruitment (hiring, HR operations, etc.)	Owned
Training and development	Owned
IT infrastructure setup (hardware + software)	Owned
Day-to-day operations management (depending on the GIC setup scope/terms)	Owned

# Accenture profile (page 3 of 5)

## Overview

Proprietary IP/solutions developed internally to aid client delivery for GIC setup

Product	Details
GIC Playbook	Playbook enables delivery teams to guide the GIC along the maturity journey
SynOps	AI-driven tool to optimize a client’s business processes by integrating with existing systems and providing insights, benchmarks, and automation recommendations
Genwizard	Knowledge management and application modernization
AI Navigator	Augments client’s AIOps platform with generative AI capabilities to perform RCA and auto-correct issues

# Accenture profile (page 4 of 5)

## Case studies

### CASE STUDY 1

#### Scope

Centralize core functions (R&D, manufacturing, supply chain, etc.) and support functions (HR, finance, IT, etc.) for a global healthcare and pharmaceutical company through an assisted GIC setup model

#### Solution

Accenture developed a comprehensive plan, including an operating model blueprint, process readiness assessment, organizational design, and workforce transition strategy for both core and support functions. The program defined the client's global sourcing and location strategies and supported the end-to-end GIC setup with program and change management across various functions.

#### Impact

The client benefited from Accenture's experience in the healthcare and pharmaceutical sectors, which ensured smooth execution of the new operating model, organization design, and successful GIC setup, enabling the client to streamline and standardize global processes.

### CASE STUDY 2

#### Scope

To establish a joint venture GIC with a Japanese manufacturing and logistics company to drive sustainable profit growth

#### Solution

Accenture facilitated the setting up of the GIC under JV model, consolidating administrative, back-office, and support services such as HR, finance, procurement, customer service, sales support, IT, and worker dispatch, streamlining operations for increased efficiency.

#### Impact

Leveraging Accenture's expertise in JV setups and operational optimization, the client gained access to specialized talent, industry knowledge, and advanced automation, enabling continuous reinvention and sustained growth.












# Accenture profile (page 5 of 5)

Everest Group assessment – Leader

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

- Expertise across all the major GIC setup models (BOT, JV, and assisted)
- Extensive leverage of teams across both source and GIC destination geographies to target the GIC setup business
- Extensive experience in supporting enterprises across sectors such as BFSI, RCPG manufacturing, logistics, and energy and utilities
- Strategic use of advisory presence to identify and pursue GIC setup opportunities
- Large, diverse client base aiding its competitive advantage and market reach
- Leverages reputation in GIC transformation to secure GIC setup contracts
- Strategic investment and partnership in ANSR will help Accenture enhance its service offerings and gain access to a broader client base
- Developing GIC incubation space across India for clients to test the GIC model

### Limitations

- Primary focus on serving large enterprises, with selective engagement beyond Fortune 2000 enterprises
- Limited in-house capabilities and expertise in specialized areas such as tax planning and real estate selection for GICs
- Absence of a dedicated GIC bench, which might affect speed-to-market
- Accenture’s positioning as a high-value service provider presents challenges in attracting price-sensitive clients

# ANSR profile (page 1 of 5)

## Overview

### Company overview

ANSR, headquartered in Dallas, Texas, operates globally with offices in India, Poland, and the UAE. Since its founding in 2005, the company has been a key player in designing and establishing GICs. ANSR has established credibility in the GIC setup space through consistent execution and value delivery. To date, ANSR has successfully established over 125 GICs across various industries.

**Headquarters:** Dallas, Texas

**Website:** [www.ansr.com](http://www.ansr.com)

### Suite of GIC setup services

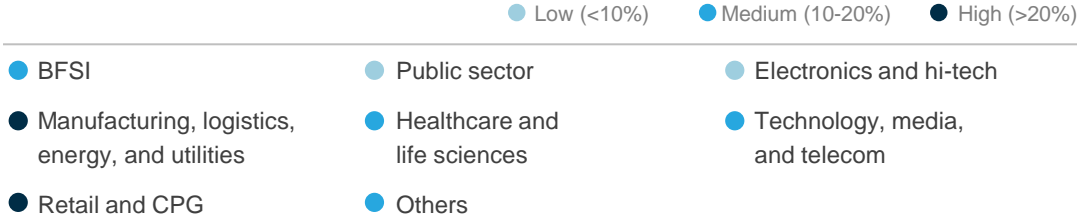
- BOT
- Assisted
- JV

Average deal tenure of GIC setup deals secured in India: 5.5 years

### Recent developments

- **2024:** Accenture invested US\$170 million in ANSR, acquiring a minority stake. ANSR is expected to benefit from access to Accenture’s technology solutions portfolio, C-suite partnerships, and global expertise as part of this strategic investment
- **2023:** ServiceNow’s venture made strategic investment in ANSR, enabling ANSR to establish ServiceNow CoEs for its clients’ GICs

### Share of GIC setups across industry verticals served



# ANSR profile (page 2 of 5)

## Overview

In-house capabilities and provider partnerships across the GIC setup value chain (owned – managed internally with in-house teams; partnered – outsourced to external providers)

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Real estate-related (location shortlisting, leasing, fit outs, etc.)	Owned
Corporate functions (payroll, finance, procurement, technology, etc.)	Owned
Recruitment (hiring, HR operations, etc.)	Owned
IT infrastructure setup (hardware + software)	Owned
Day-to-day operations management (depending on the GIC setup scope/terms)	Partnered

# ANSR profile (page 3 of 5)

## Overview

Proprietary IP/solutions developed internally to aid client delivery for GIC setup

Product	Details
GIC Playbook	Playbook to help clients make and document decisions pertaining to GIC setup and operations
Talent500	Talent acquisition platform, providing access to 1.8 million+ professionals
Spring	Search Engine Optimization (SEO)-enabled tool for increasing GIC visibility and driving engagement
Leap	Applicant Tracking System (ATS)
Loop	Talent engagement and communication platform
Rise	Human Resources Management System (HRMS) solution

# ANSR profile (page 4 of 5)

## Case studies

### CASE STUDY 1

#### Scope

To set up a science and technology innovation center for a Fortune 500 healthcare and life sciences company through assisted GIC setup model

#### Solution

ANSR designed and set up a GIC in Hyderabad within 12 weeks. Leveraging the Talent500 platform, ANSR managed the end-to-end talent acquisition process for IT and drug discovery roles, hiring approximately 1,000 full-time employees within 12 months. In addition, ANSR supported the client's brand-building efforts in India by deploying targeted social media strategies and executing digital marketing campaigns to attract top talent.

#### Impact

The client benefited from ANSR's experience in the healthcare and pharmaceutical sectors, which ensured smooth execution of the GIC setup, from initial planning and legal entity formation to talent recruitment and infrastructure development. ANSR's ability to scale hiring for GICs was instrumental in securing the engagement and delivering the desired speed-to-market.

### CASE STUDY 2

#### Scope

To establish a GIC for a Fortune 500 global retailer, aimed at driving innovation and enhancing operational efficiency across its extensive network of facilities

#### Solution

ANSR delivered its GIC-as-a-Service platform using a pay-as-you-grow model, setting up the client's GIC in eight weeks. ANSR committed to hiring 2,000 employees over two years across key functions such as AI/ML, cybersecurity, RPA, and data sciences. A customized workspace with IT infrastructure was also proposed, and ANSR provided support services including legal, HR, and IT operations. Ongoing consulting was offered to enhance growth, productivity, and innovation.

#### Impact

The client benefited from ANSR's G-BOT model, requiring no CapEx due to the 'pay-as-you-grow' approach, where ANSR covered the capital investment for setting up and operating the GIC. The client was offered a transparent, open-book cost structure for employee expenses. The flexibility to transfer the G-BOT legal entity at any time added further value. The client also benefited from ANSR's GIC governance framework for effective management.










# ANSR<sup>1</sup> profile (page 5 of 5)

Everest Group assessment – Leader

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

- Core business focused on setting up GICs through BOT and assisted deals, with 125+ setups since inception
- Specializes in specific aspects of GIC setups (including legal entity formation, real estate selection, infrastructure, recruitment, and setting up enabling functions)
- Offers GIC-as-a-Service model: no initial CapEx cost, pay-as-you-grow construct (CapEx amortized over a certain period)
- Highly streamlined and standardized offerings, ensuring efficient setups
- Leverages customized GIC playbooks, offers rapid time-to-market, and is capable of setting up and operationalizing GIC infrastructure in three to six months
- Utilizes proprietary AI-enabled talent acquisition platform (Talent500)
- ANSR is expected to benefit from Accenture's investment and partnership by strengthening its ability to bid for BOT deals and remain relevant with existing GIC clients through ongoing transformation initiatives

### Limitations

- It primarily offers an advisory role in supporting ongoing operations. Offerings are best-suited for companies already committed to establishing a GIC, and ones that can manage delivery from the onset
- Lack of in-house technology capabilities and reliance on partner ecosystems for technology solutions, with some efforts to develop proprietary technology capabilities
- No dedicated bench for rapid scale-up; dependence on recruitment tools and offerings for backfills

<sup>1</sup> ANSR's business model primarily focuses on providing setup, design, and administrative support services for GIC setups

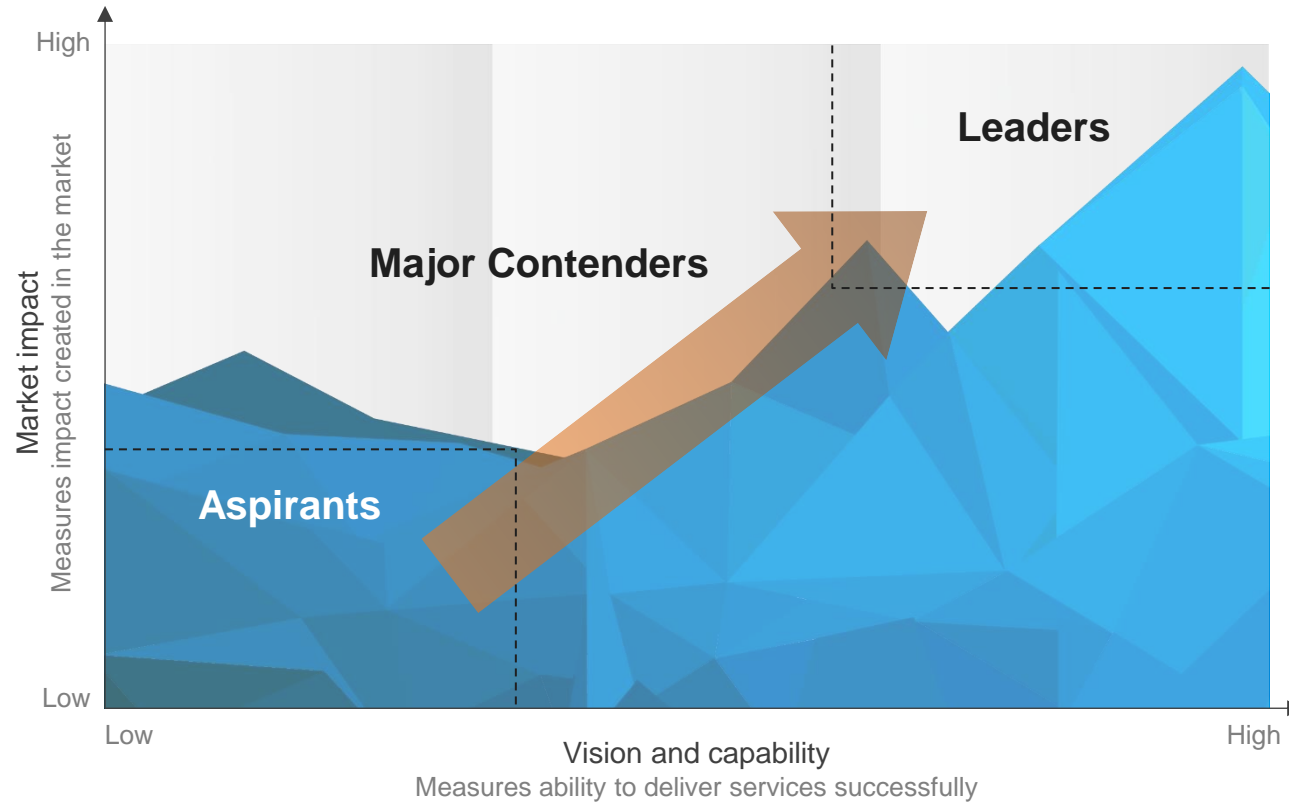
# Appendix

PEAK Matrix® framework

FAQs

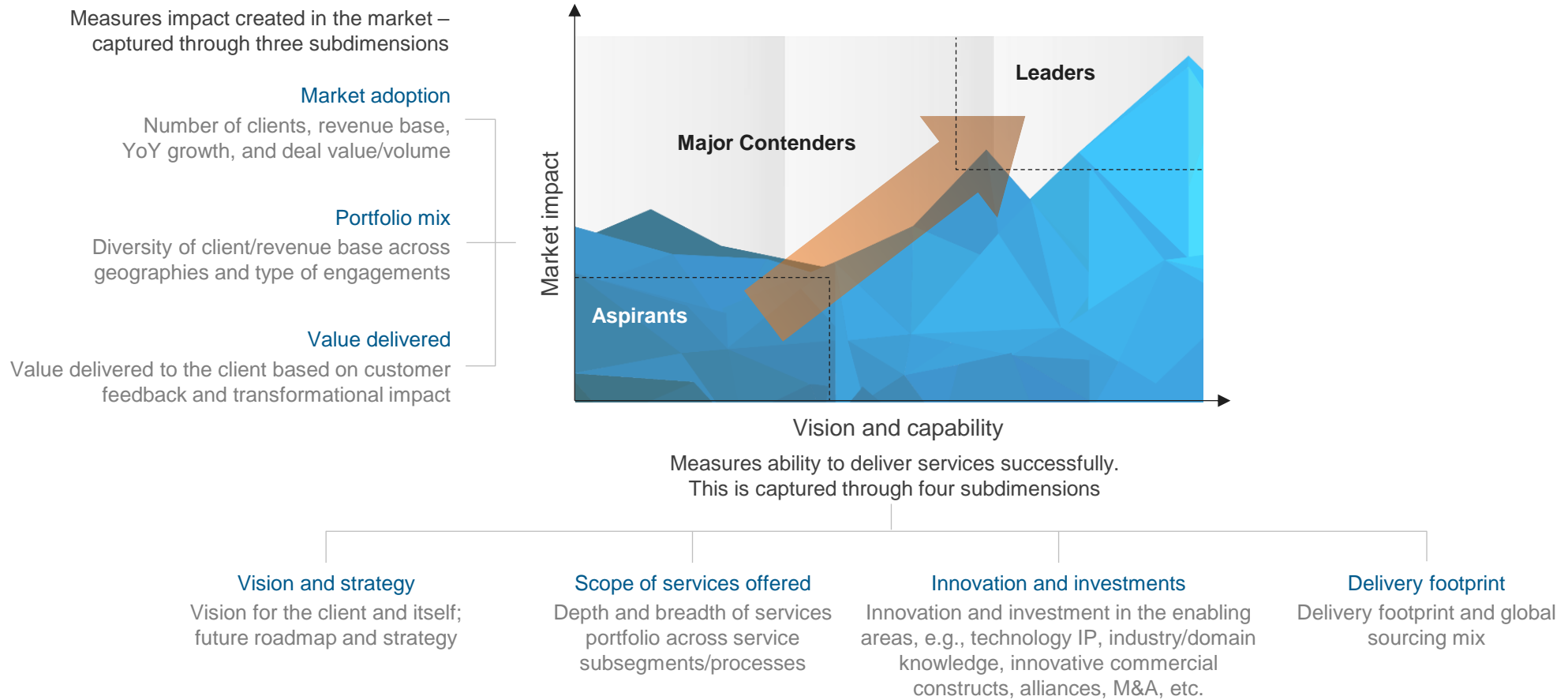
# Everest Group PEAK Matrix® is a proprietary framework for assessment of market impact and vision and capability

Everest Group PEAK Matrix





# Services PEAK Matrix® evaluation dimensions



## FAQs

**Q: Does the PEAK Matrix® assessment incorporate any subjective criteria?**

**A:** Everest Group's PEAK Matrix assessment takes an unbiased and fact-based approach that leverages provider / technology vendor RFIs and Everest Group's proprietary databases containing providers' deals and operational capability information. In addition, we validate/fine-tune these results based on our market experience, buyer interaction, and provider/vendor briefings.

**Q: Is being a Major Contender or Aspirant on the PEAK Matrix, an unfavorable outcome?**

**A:** No. The PEAK Matrix highlights and positions only the best-in-class providers / technology vendors in a particular space. There are a number of providers from the broader universe that are assessed and do not make it to the PEAK Matrix at all. Therefore, being represented on the PEAK Matrix is itself a favorable recognition.

**Q: What other aspects of the PEAK Matrix assessment are relevant to buyers and providers other than the PEAK Matrix positioning?**

**A:** A PEAK Matrix positioning is only one aspect of Everest Group's overall assessment. In addition to assigning a Leader, Major Contender, or Aspirant label, Everest Group highlights the distinctive capabilities and unique attributes of all the providers assessed on the PEAK Matrix. The detailed metric-level assessment and associated commentary are helpful for buyers in selecting providers/vendors for their specific requirements. They also help providers/vendors demonstrate their strengths in specific areas.

**Q: What are the incentives for buyers and providers to participate/provide input to PEAK Matrix research?**

**A:** Enterprise participants receive summary of key findings from the PEAK Matrix assessment

For providers

- The RFI process is a vital way to help us keep current on capabilities; it forms the basis for our database – without participation, it is difficult to effectively match capabilities to buyer inquiries
- In addition, it helps the provider/vendor organization gain brand visibility through being included in our research reports

**Q: What is the process for a provider / technology vendor to leverage its PEAK Matrix positioning?**

**A:** Providers/vendors can use their PEAK Matrix positioning or Star Performer rating in multiple ways including:

- Issue a press release declaring positioning; see our citation policies
- Purchase a customized PEAK Matrix profile for circulation with clients, prospects, etc. The package includes the profile as well as quotes from Everest Group analysts, which can be used in PR
- Use PEAK Matrix badges for branding across communications (e-mail signatures, marketing brochures, credential packs, client presentations, etc.)

The provider must obtain the requisite licensing and distribution rights for the above activities through an agreement with Everest Group; please contact your CD or contact us

**Q: Does the PEAK Matrix evaluation criteria change over a period of time?**

**A:** PEAK Matrix assessments are designed to serve enterprises' current and future needs. Given the dynamic nature of the global services market and rampant disruption, the assessment criteria are realigned as and when needed to reflect the current market reality and to serve enterprises' future expectations.

# Stay connected

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