

# *AI-Native From* **DAY ONE**

How Global Enterprises Can Build Future-Ready GCCs That Scale Intelligence, Not Just Operations.



# *Table of* CONTENTS

|    |                                                                                         |         |
|----|-----------------------------------------------------------------------------------------|---------|
| 1. | Introduction                                                                            | 02      |
| 2. | Why Every New GCC Should Be AI-Native                                                   | 03 - 04 |
| 3. | The Anatomy of an AI-Native GCC:<br>What Differentiates an AI-Native GCC from the Rest? | 05      |
| 4. | Designing an AI-Native Operating Model                                                  | 06 - 07 |
| 5. | The Talent Strategy                                                                     | 08 - 09 |
| 6. | Building the AI-Native GCC: A 90-Day Blueprint                                          | 10      |
| 7. | Conclusion: The AI-Native GCC Will Become the<br>Enterprise's Intelligence Engine       | 11      |

## Introduction

When Texas Instruments and Citibank set up their GCCs in 1980, the GCC mandate was clear: IT support, operational efficiency, cost arbitrage.

Four decades later, that mandate has been fundamentally redefined. Present day GCCs own entire functions and product lifecycles, power geographical diversification and cultivate the next generation of global leaders. With the integration of AI-powered tools across every task and function, these GCCs now also own the mandate of AI-adoption. As of July 2026, AI is an integral CEO imperative: 72% CEOs now lead AI decisions, and one in two believe their job depends on getting it right.

**72%**

CEOs now lead AI decisions

**260,000+**

AI/ML professionals in India's talent base

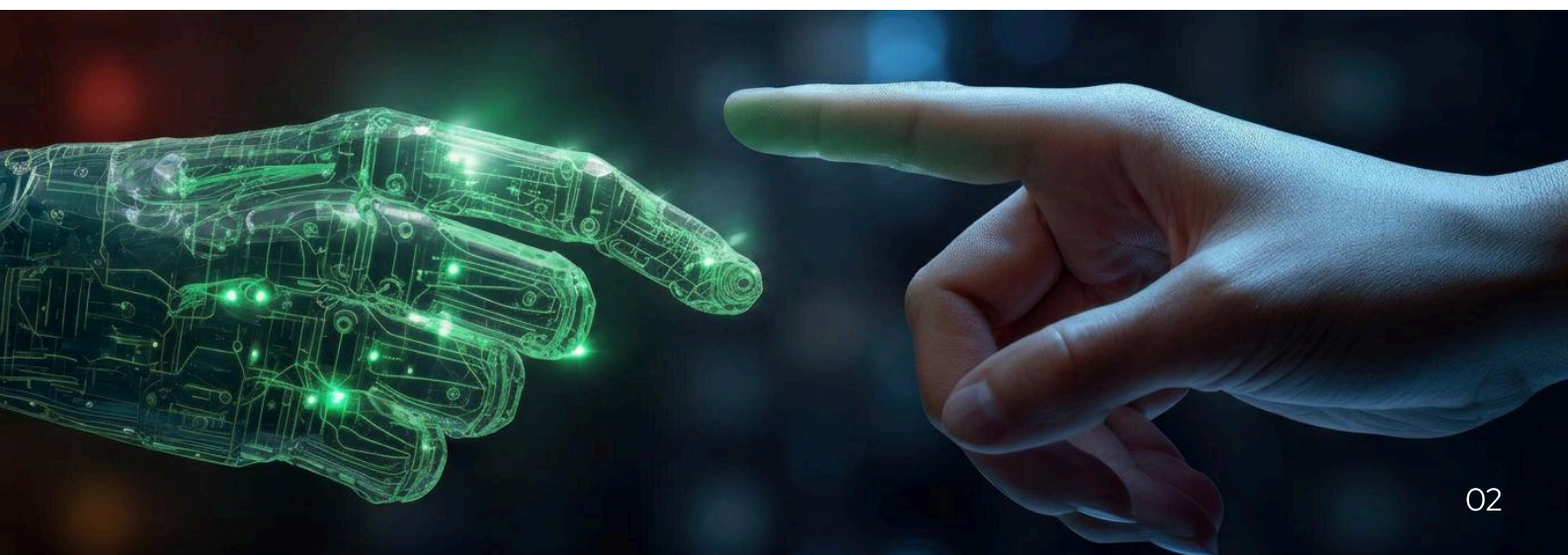
**1200+**

AI-enabled GCCs already active

**What every CEO understands:** Building an AI-native GCC from day one is far more effective than retrofitting AI onto legacy systems; AI delivers the greatest value when it's embedded into the operating model, not bolted onto it.

**What every CEO also recognizes:** With a talent base of 260,000+ AI/ML professionals and 1,200+ AI-enabled GCCs, India offers the world's most mature ecosystem for building AI-native capability at enterprise scale.

The real question for today's GCC leaders isn't whether to adopt AI—it's whether to retrofit the past or redesign the future. This eBook explores what it takes to design a Global Capability Center that is AI-native from day one. It examines the building blocks of an AI-native GCC; from its core architecture and operating model to human + AI workflows, talent strategy, and a 90-day blueprint to building an AI-native GCC. The goal is clear: move beyond scaling headcount and efficiency to building a capability that scales intelligence, innovation, and enterprise value.



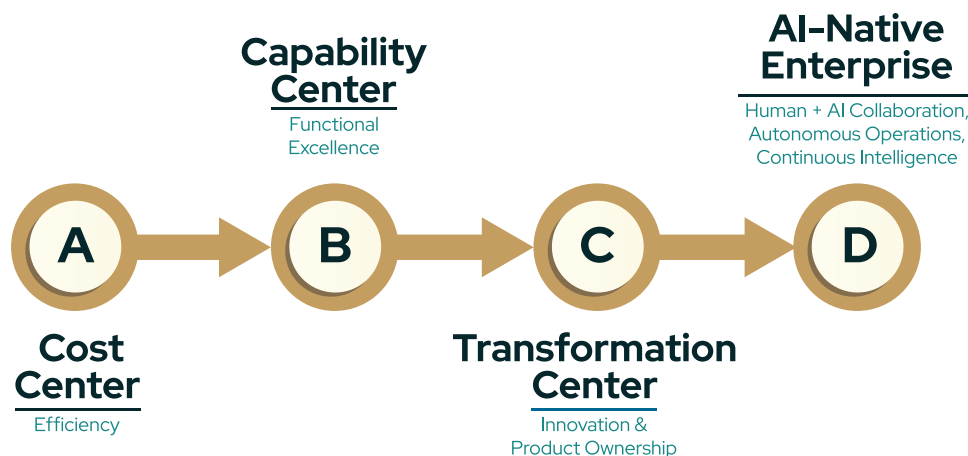
## *Why Every New GCC Should Be* **AI-NATIVE**

### The Evolution of the GCC Mandate

The first generation of Global Capability Centers was built to optimize cost and operational efficiency. With time, GCCs evolved into multifunctional capability centers responsible for critical business verticals. The third phase of the GCC evolution saw these centers emerge as hubs of innovation and digital transformation, with complete ownership of new products, platforms and processes. Having now entered phase four, a new evolution is underway within the GCC landscape—one where GCCs are enabling their global organizations to thrive in the AI Era.

Today, more than 1200 GCCs are actively integrating AI within their workflows, building AI-first roles within every strata of the organization, and enabling their global entities in their AI-adoption journeys.

GCCs have always created enterprise value; what has changed fundamentally is the manner in which they do it. Previous-generation GCCs were built around people. The next generation will be built around human-AI teams, where AI augments decisions, automates execution, and continuously improves outcomes.



### Retrofitting AI on legacy systems is not just expensive, but also redundant

Imagine trying to fit Tesla's electric powertrain into a Ford Model T. That's the challenge most enterprises struggle with—retrofitting AI onto legacy structures that were never designed to harness its full potential. The result? Fragmented pilots, disconnected data, duplicated investments, and limited business impact. Retrofitting AI into legacy processes not only increases complexity and cost but also constrains AI's ability to transform how work is fundamentally executed.

## The Solution: AI-native setup from Day 1

The organizations realizing the greatest value from AI are not treating it as another technology deployment but redesigning workflows, governance, talent, and decision-making around AI from the outset.

- **A unique enterprise opportunity:** Without the burden of legacy operating models, greenfield GCCs can embed AI into every layer of the organization—from operating processes and technology architecture to talent strategy, governance, and performance measurement.
- **Workflows built for Humans + AI teams:** Rather than asking where AI can be inserted, AI-native GCCs begin by asking how work should be redesigned when humans and intelligent systems operate together. Organizations build capabilities that are inherently more scalable, adaptive, and resilient, while accelerating enterprise-wide AI adoption from the very beginning.
- **GCCs as strategic co-creators of enterprise AI:** Modern GCCs are uniquely positioned to shape enterprise AI strategy because they combine cross-functional visibility with deep domain, engineering, and process expertise. Positioned at the intersection of business, technology, data, and operations, GCCs have enterprise-wide visibility and domain expertise to identify high-value AI opportunities across the organization.

*"In many ways, the GCC is a microcosm of the enterprise – it has visibility across functions, processes, technologies, and global operating challenges. Many GCCs today also possess deep domain expertise combined with strong engineering and data capabilities. That positions them uniquely to incubate use cases, build reusable AI capabilities, and co-create enterprise-wide transformation agendas."*



*Ramaswamy Narayanan*  
CEO,  
Bridgepath Innovations

## *The Anatomy of an* **AI-NATIVE GCC**

What Differentiates an AI-Native GCC from the Rest?

---

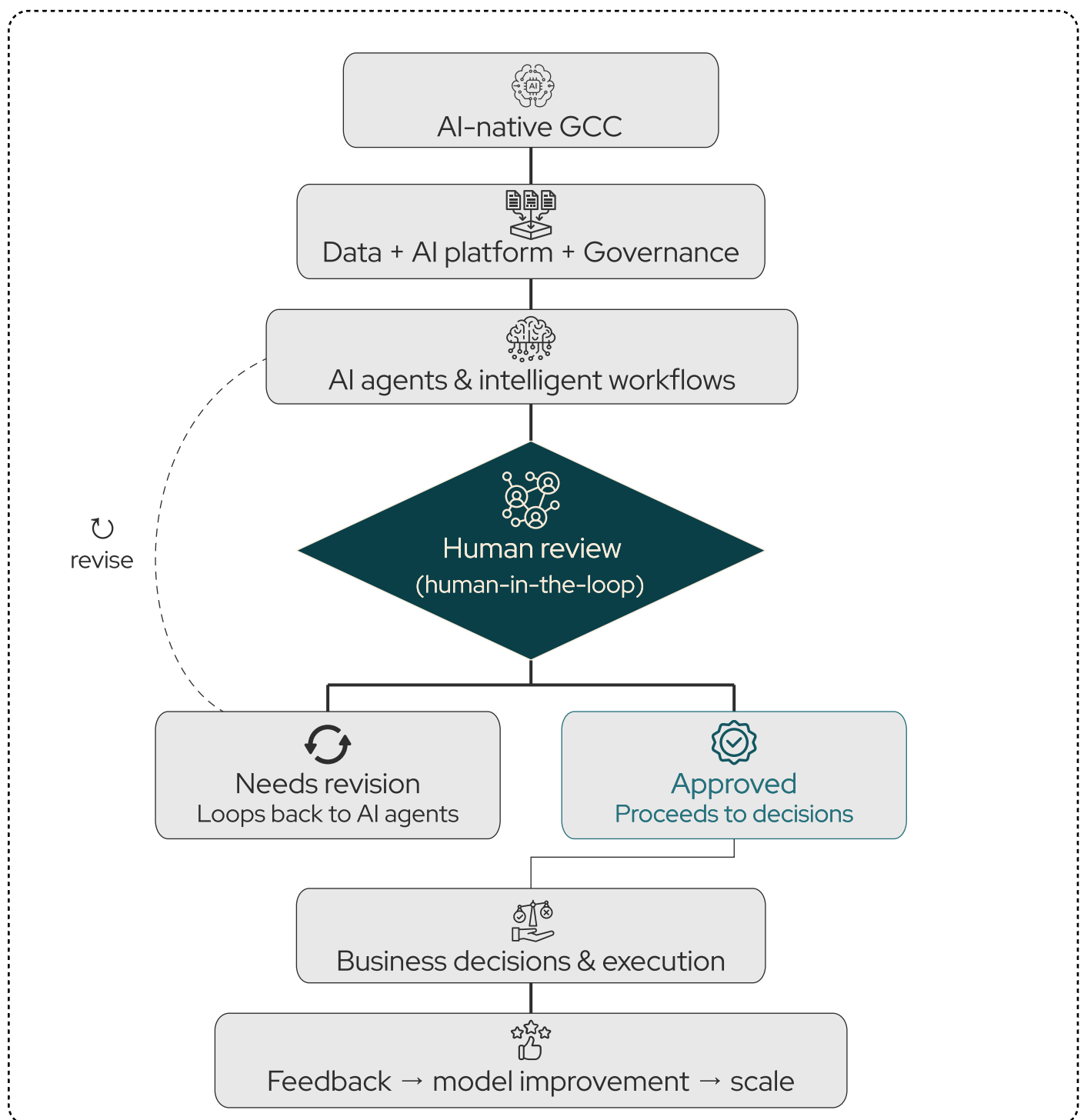
An AI-native GCC is not defined by how many AI tools it deploys, but by how fundamentally AI shapes the way the organization operates. Instead of being a layer on top of existing workflows, AI becomes the architectural backbone, driving data infrastructure, continuous decision-making, and everyday operations.

- **AI embedded by design:** Simply buying Co-pilot licenses or AI tokens isn't enough. True value emerges when AI is integrated into core business processes, workflows, and decision-making from day one, allowing intelligent systems to automate execution, augment decisions, and continuously improve business performance at scale.
- **Human-AI operating model:** The defining characteristic of the AI-native GCC is its operating model: human-AI teams by design. AI agents increasingly handle data collection, analysis, routine execution, and even support decision-making, while humans remain in the loop to provide judgment, contextual understanding, and oversight for high-impact decisions.
- **Data and governance as core infrastructure:** AI can only build on a foundation of trusted data and robust governance. AI-native GCCs treat data quality, responsible AI, cybersecurity, compliance, and model governance as foundational capabilities and not afterthoughts, thus enabling enterprise-wide AI adoption with confidence and control.
- **Enterprise knowledge as AI fuel:** AI is only as effective as the enterprise context it can access. That's why AI-native GCCs systematically capture workflows, decisions, business rules, and domain expertise in structured, machine-readable formats, enabling AI to learn from the organization's collective knowledge and deliver more accurate, context-aware outcomes.
- **Platforms that scale intelligence:** Rather than building isolated AI use cases, AI-native GCCs develop reusable platforms, shared models, APIs, and data products that accelerate AI adoption across business units. Every successful deployment strengthens the enterprise's overall AI capability, creating compounding value over time.
- **AI strategy that is enterprise-led, not GCC-isolated:** A GCC cannot be truly AI-native unless it has the sponsorship of the HQ and direct alignment with enterprise-wide goals and business outcomes.

## Designing an AI-Native OPERATING MODEL

The AI-native GCC operating model extends far beyond task automation. Its purpose is to augment human judgment, using AI agents to analyze data, generate insights, model scenarios, and accelerate decision-making.

At its core is a platform-first architecture, where AI becomes the intelligence layer connecting business functions, enterprise knowledge, and data. Human expertise remains the final decision-maker, continuously training, governing, and refining the system to improve outcomes over time.



- **Platform-first, not function-first:** Rather than building AI models within individual functions, AI-native GCCs develop shared AI, data, and automation platforms that can be reused across the enterprise. This platform approach enables faster scaling, reduces duplication, and creates a common foundation for enterprise-wide innovation.
- **AI as the architectural skeleton:** The integration of AI into business processes is intentional and from the outset—not added later as a productivity layer. Every workflow is reimaged with AI augmenting analysis, automating routine execution, orchestrating tasks, and accelerating decision-making across functions.
- **Structured data, inbuilt governance:** AI-native GCCs treat data quality, security, privacy, model governance, and responsible AI as foundational capabilities that enable AI to scale securely, consistently, and in compliance with enterprise and regulatory requirements.
- **Enterprise context is the true GCC advantage:** Positioned at the intersection of business, technology, and operations, GCCs combine deep domain expertise with enterprise-wide visibility to identify high-value AI opportunities, build context-aware solutions, and translate AI investments into measurable business outcomes.
- **Human in the loop, always:** Consider this: A healthcare GCC where AI tools rapidly analyze clinical trial data or identify potential safety signals, but medical experts remain responsible for interpreting findings, validating recommendations, and making decisions that impact patient safety. In an AI-native GCC, human intervention is embedded at every stage—from data validation and model training to high-impact decisions and continuous refinement. AI handles data collection, analysis, routine execution, and increasingly supports decision-making, while humans remain responsible for judgment, oversight, and accountability.
- **Continuous learning and model improvement:** AI-native operating models are designed to learn continuously. Operational data, user feedback, business outcomes, and human inputs create closed feedback loops that refine AI models, optimize workflows, and improve enterprise performance over time.
- **Outcome focused KPIs:** The success of an AI-native GCC is measured by business impact—not by percentage of adoption, number of licenses or tokens purchased, or the number of AI models deployed. Instead, leaders should prioritize metrics such as productivity gains, cycle-time reduction, quality improvements, customer outcomes, risk mitigation, and value creation.

*"AI transformation must be embedded across the entire enterprise, making every function AI-aware and AI-enabled. True transformation goes beyond traditional frameworks, where every individual can contribute by building and deploying agents that drive exponential improvement."*



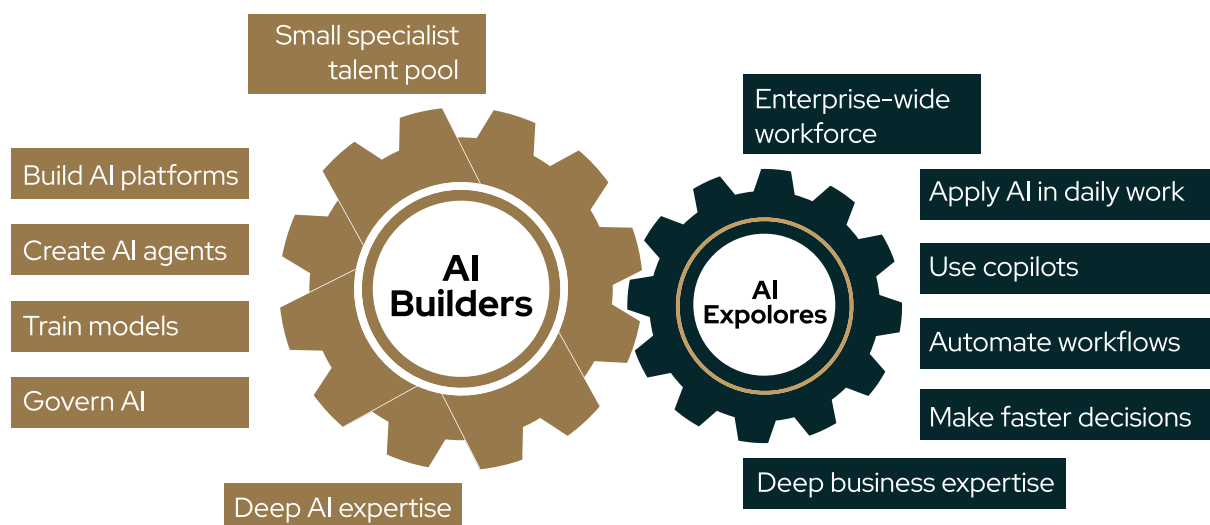
*Vishnu BG*

Director - GCC Operations,  
Collabera

## *The Talent* STRATEGY

Contrary to popular belief, the most important cog in the wheel of the AI-native GCC isn't AI models or LLMs, but the talent that is leveraging it. Building this workforce requires more than hiring AI specialists—it demands continuous upskilling, cross-functional collaboration, and new ways of working. Here's how AI-native GCCs differ in their talent strategy:

- **Hire for Domain Expertise, Train for AI:** Whether in finance, supply chain, engineering, or clinical operations, employees who understand the business context are best positioned to identify high-value AI opportunities and translate them into measurable outcomes. AI-native GCCs prioritize deep business and domain expertise, then systematically build AI capability through structured learning and hands-on adoption. Rather than operating in functional silos, AI-enabled talent works in cross-functional pods that combine business leaders, domain specialists, data scientists, and AI engineers.
- **AI Builders vs AI Explorers:** Not every employee needs to be an AI expert. Successful AI-native GCCs distinguish between AI Builders, who create enterprise AI capabilities, and AI Explorers, who apply AI to transform day-to-day work.
- AI Builders form a relatively small talent pool responsible for designing, deploying, and governing enterprise AI systems. They combine deep domain knowledge with expertise in modern AI architectures, including agentic workflows, Retrieval-Augmented Generation (RAG), LLM orchestration, and enterprise data platforms.
- AI Explorers represent the broader workforce that applies AI within their functional roles. Equipped with copilots, code assistants, enterprise AI tools, and workflow automation platforms, they use AI to improve productivity, accelerate decision-making, and enhance quality. Their greatest advantage lies not in technical expertise, but in their understanding of business processes and enterprise context.



A Four-Stage AI Upskilling Journey: Building an AI-native workforce requires continuous capability development rather than one-time training.

## 1 AI Literacy

Stage 1 requires establishing a common understanding of AI fundamentals, large language models, responsible AI, governance, security, and enterprise AI policies across the organization.

## 2 Role-Based Enablement

In stage 2, leaders must equip employees with AI tools, workflows, and use-cases tailored to their specific functions—from software engineering and finance to HR, legal, procurement, and customer operations.

## 3 Applied Learning

Stage 3 tests this learning by embedding AI into day-to-day work through pilot programs, hackathons, innovation sprints, and cross-functional AI pods where employees solve real business problems using AI.

## 4 Continuous Evolution

In the final stage, GCCs continuously measure adoption, share best practices, refresh skills, and update learning pathways to ensure their workforce keeps pace with advances in models, tools, and enterprise priorities.

*“Ultimately, continuous upskilling is becoming essential—not optional. Organizations need deliberate, structured efforts to drive AI adoption and capability building, or they risk falling behind as the landscape continues to shift rapidly.”*



*Deepesh Bhagwanani*

AVP,  
Cognixia

- **Invest in critical AI leadership:** AI-native GCCs avoid scaling large AI teams prematurely. Instead, they invest in a small group of critical AI leaders—including AI architects, platform engineers, governance specialists, and business transformation leaders—who can define strategy, establish standards, and guide enterprise-wide adoption as technologies evolve.
- **Leveraging partner ecosystems to accelerate Time-to-Value:** Strategic partnerships with technology providers, hyperscalers, consulting firms, startups, and academic institutions enable these GCCs to accelerate experimentation, access specialized expertise, and demonstrate business value quickly. The most effective model combines a strong internal core team that owns strategy and governance with an external partner ecosystem that provides execution capacity, specialized skills, and rapid scalability.

## *Building the AI-Native GCC: A 90-DAY BLUEPRINT*

| PHASE                                                       | STRATEGY                                                                                                                                                                                  | KPIs                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Phase 1:</b><br><b>Strategy</b><br><b>Days 0 - 15</b>    | <ul style="list-style-type: none"> <li>Define business outcomes.</li> <li>Identify high-value AI use cases.</li> <li>Assess data readiness.</li> <li>Align HQ sponsorship.</li> </ul>     | <ul style="list-style-type: none"> <li>Executive alignment achieved on AI vision and business outcomes.</li> <li>Priority AI use cases identified and ranked by business impact.</li> <li>Enterprise AI readiness assessment completed (data, talent, technology, governance).</li> </ul> |
| <b>Phase 2:</b><br><b>Foundation</b><br><b>Days 15 - 30</b> | <ul style="list-style-type: none"> <li>Establish data governance.</li> <li>Build the AI platform and cloud architecture.</li> <li>Define security and responsible AI policies.</li> </ul> | <ul style="list-style-type: none"> <li>Core AI platform and data infrastructure operational.</li> <li>Data governance and Responsible AI framework established.</li> <li>Security, compliance, and risk controls approved for AI deployment.</li> </ul>                                   |
| <b>Phase 3:</b><br><b>Pilot</b><br><b>Days 30 - 60</b>      | <ul style="list-style-type: none"> <li>Launch AI copilots in priority functions.</li> <li>Deploy first AI agents.</li> <li>Measure productivity, quality, and adoption.</li> </ul>        | <ul style="list-style-type: none"> <li>AI copilots or agents deployed in priority business functions.</li> <li>Tangible improvements in productivity, cycle time, or quality.</li> <li>Employee adoption and engagement targets achieved.</li> </ul>                                      |
| <b>Phase 4:</b><br><b>Scale</b><br><b>Days 60 - 90</b>      | <ul style="list-style-type: none"> <li>Expand AI-adoption at an wide level using the GCC as the organization-prototype.</li> <li>Embed continuous learning and governance.</li> </ul>     | <ul style="list-style-type: none"> <li>AI solutions scaled across multiple business functions or geographies.</li> <li>Continuous learning framework established with ongoing monitoring, optimization, and ROI tracking.</li> </ul>                                                      |



# *The AI-Native GCC Will Become the* **ENTERPRISE'S INTELLIGENCE ENGINE**

The first generation of GCCs centralized work. The second centralized functions and subject matter expertise. The third became engines of innovation and enterprise transformation. The next generation will centralize enterprise intelligence—bringing together AI, data, talent, and business context to continuously improve how the organization operates and creates value.

The enterprises that embrace this shift early will move beyond incremental productivity gains to fundamentally reshape decision-making, execution, and innovation at scale. AI-native GCCs will not simply execute enterprise strategy—they will help define it, turning intelligence into a strategic capability that compounds over time. In an AI-first world, the most valuable GCCs will no longer be measured by the work they deliver, but by the intelligence they generate and the business outcomes they enable.



**We don't build functions. We build Ecosystems.**

For over 30 years, Collabera has been a leader in connecting exceptional talent with industry-leading organizations. We partner with global enterprises to design, build, and scale high-impact Global Capability Centers (GCCs) that drive innovation, speed, and strategic value beyond cost efficiency.

We help organizations move from fragmented outsourcing to integrated, future-ready capability hubs, with flexible, execution-focused approaches that de-risk decisions and accelerate outcomes.

Ready to build your future-ready capability center?

**Connect with us:**

 [gcc.india@collabera.com](mailto:gcc.india@collabera.com)

 +91-9638361421

 [www.gcc.collabera.com](http://www.gcc.collabera.com)