

PUNE GCC SUMMIT 2025

Driving Impact from India

Summit Report



9 December 2025



Bajaj Gallery,
MCCIA Trade Tower,
Senapati Bapat Road,
Pune – 411016



Organised by:
Mahratta Chamber of Commerce, Industries and Agriculture





MAHRATTA CHAMBER OF COMMERCE,
INDUSTRIES AND AGRICULTURE

Pune GCC Summit 2025



The Pune GCC Summit 2025, organised by MCCIA, brought together policymakers, GCC leaders, and industry experts to examine India's expanding role in global enterprise operations. With India hosting nearly 3,000 Global Capability Centres employing close to 2 million professionals, and Maharashtra accounting for almost 20 per cent of this footprint, the Summit reflected Pune's growing importance as a globally integrated capability hub. Discussions across four focussed sessions addressed the evolution of GCCs from execution centres to engines of innovation, ER&D, and AI-led value creation, alongside issues of talent readiness, infrastructure, and policy certainty. Held on 9 December 2025 at the MCCIA Trade Tower, the Summit reinforced Pune's position as a city where scale, capability, and long-term institutional continuity converge to shape the next phase of global capability from India.

PUNE GCC SUMMIT 2025



PRASHANT GIRBANE
Director General, MCCIA

WELCOME ADDRESS

PRASHANT GIRBANE
Director General, MCCIA

PUNE'S GLOBAL CALLING

PUNE'S STRENGTH LIES IN ITS ABILITY TO GROW TOGETHER. AS SHARED SYSTEMS MATURE AND TALENT PIPELINES DEEPEN, THE CITY CONTINUES TO BUILD AN ECOSYSTEM DESIGNED NOT MERELY FOR PRESENT DEMAND, BUT FOR LONG-TERM INDUSTRIAL RELEVANCE AND GLOBAL COMPETITIVENESS.

Pune's industrial journey has never been about isolated success; it has always been about building shared strength. As manufacturing transitions towards advanced technologies and capital-intensive processes, the limitations faced by small and medium enterprises become increasingly evident. Large equipment and sophisticated infrastructure cannot be independently afforded by individual firms. It is this structural reality that makes cluster-based development not just desirable, but essential for sustainable industrial growth.

Pune has demonstrated the effectiveness of this approach with remarkable consistency. Automotive clusters established nearly two decades ago today support close to 700 companies. Electronics clusters, set up just three years ago, already benefit around 200 enterprises. Food processing clusters, developed 18 to 19 years ago, have enabled more than 1,000 companies to grow and scale. Building on this success, the city is now developing a dedicated drone cluster along with an additional food processing cluster. These initiatives underline a fundamental truth: clusters are not short-term interventions but long-term enablers of competitiveness, innovation, and resilience.

Pune's broader positioning within India's industrial landscape further reinforces this model. The city ranks among the country's top ten urban centres and is one of the top five districts nationally—out of nearly 800—in merchandise goods exports. Notably, Pune holds the number one position in engineering goods exports. This



CLUSTERS SUCCEED BECAUSE THEY TRANSFORM SHARED INFRASTRUCTURE INTO SHARED OPPORTUNITY—LOWERING ENTRY BARRIERS WHILE RAISING COLLECTIVE CAPABILITY.

performance is deeply anchored in talent. With nine universities, thousands of students, and a steady pipeline of skilled professionals, the city continues to attract industries seeking depth, continuity, and quality in human capital.

Strong institutional backing has been equally decisive. With sustained support from the Maharashtra government, MIDC, the Industries Department, and institutions such as MCCIA, Pune alone attracts nearly 30 percent of Maharashtra's total industrial investment. This concentration is not coincidental. Investment flows where ecosystems work—where infrastructure, policy, and enterprise align seamlessly. Pune has emerged as a natural nucleus for such growth.

What truly sets Pune apart is continuity. Decisions taken decades ago continue to influence policy and practice today, demonstrating that meaningful industrial impact is measured not in years, but in generations. Industry, institutions, and talent have evolved in tandem, creating an environment where scale is achieved without fragmentation.



of Maharashtra's total industrial investment flows into Pune



P. VELRASU (IAS)
CEO, Maharashtra Industrial Development Corporation (MIDC)

KEYNOTE ADDRESS

P. VELRASU (IAS)

CEO, Maharashtra Industrial Development Corporation (MIDC)

MAHARASHTRA'S ROLE IN GCC GROWTH STORY

MAHARASHTRA HAS THE INGREDIENTS TO LEAD THE NEXT PHASE OF GCC GROWTH. THE OUTCOME WILL DEPEND ON HOW EFFECTIVELY POLICY, INFRASTRUCTURE, TALENT, AND INDUSTRY ENGAGEMENT ARE COMBINED TO DELIVER SCALE WITH SUSTAINABILITY.

India today hosts close to 3,000 GCC units, employing nearly 1.9 to 2 million professionals. This data, with due credit to NASSCOM, signals not only volume but structural maturity. Importantly, GCC-led employment is no longer concentrated only in large metropolitan centres. Nearly one lakh professionals are already working in Tier-2 and Tier-3 cities, and this number is expected to rise sharply. The GCC growth story is now clearly extending beyond traditional anchors such as Mumbai and Pune, enabling a more balanced geographic distribution of opportunity.

From a revenue perspective, GCCs contribute approximately USD 64 billion today, with engineering, research, and development accounting for nearly USD 36 billion. The five-year growth trajectory is particularly instructive. Over this period, the number of GCC units has expanded from around 1,850 to nearly 3,000. This growth has been driven by increasing specialisation, broader mandates, and deeper integration into core global functions—signalling transformation rather than mere expansion.

The functional profile of GCCs has also undergone a decisive shift. Earlier models focussed largely on backend support and execution. That phase has clearly passed. Today's GCCs are centres of portfolio ownership, digital transformation, advanced product development, prototyping, artificial intelligence adoption, and end-to-end solution delivery. India's position as the GCC capital of the world is rooted not only in cost efficiency, but in capability, reliability, and institutional trust.



GCCS HAVE MOVED FROM EXECUTION CENTRES TO ENGINES OF OWNERSHIP, INNOVATION, AND ENTERPRISE-WIDE DECISION-MAKING.

Looking ahead, the sector's evolution is expected to deepen further. At present, most GCCs serve multinational corporations headquartered in the United States and Europe. However, over the next two to three decades, as Indian enterprises emerge as global leaders, we will increasingly see GCCs anchored to Indian transnationals. This shift will redefine how talent is recruited, developed, and retained, and how global operations are conceptualised from India.

For Maharashtra, this transition presents both opportunity and responsibility. Recognising the strategic importance of GCCs, the state has introduced a refreshed GCC policy with a clear target of attracting 400 new GCCs over the next five years. The policy framework focuses on digital infrastructure, talent readiness, fiscal and non-fiscal incentives, and ease of doing business.

Mumbai and Pune will continue to remain anchor locations, but Tier-2 cities such as Nagpur and Nashik are gaining momentum, driven by affordability, improving connectivity, and quality of life. Maharashtra produces nearly 5 to 6 lakh graduates annually, supported by strong universities and technical institutions. The challenge—and the opportunity—lies in aligning this talent pool effectively with evolving GCC requirements.

56.4
\$

Annual revenue contribution from GCCs in India

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AUTOMATE

Lenovo



KAUSTUBH DHAVASE
Chief Advisor (Investments, Infrastructure, Technology)
to the Chief Minister of Maharashtra

SPECIAL ADDRESS

KAUSTUBH DHAVASE

Chief Advisor (Investments, Infrastructure, Technology)
to the Chief Minister of Maharashtra

THE NEXT GCC WAVE BELONGS TO PUNE

PUNE'S JOURNEY IS EVOLVING—FROM A TALENT SUPPLIER TO A GLOBAL CAPABILITY CAPITAL. WITH ALIGNED POLICY, INFRASTRUCTURE MOMENTUM, AND DEMOGRAPHIC STRENGTH, THE CITY IS NO LONGER WAITING FOR THE FUTURE; IT IS ACTIVELY BUILDING IT.

With one of the highest concentrations of STEM graduates in the country, Pune anchors a workforce that is young, skilled, and globally fluent. At a broader level, Maharashtra itself enjoys a significant demographic advantage, with over 65 percent of its population below the age of 27. This depth of talent is now aligning with a new generation of Global Capability Centres that extend far beyond traditional IT support. These GCCs are taking on high-value mandates across product engineering, artificial intelligence, cybersecurity, finance, and global strategy—functions that sit at the core of enterprise decision-making.

As India's GCC ecosystem expands, global corporations are reassessing location choices with greater nuance. Cost efficiency alone is no longer sufficient. Factors such as workforce stability, commute times, quality of life and urban efficiency now weigh equally in strategic decisions. In this recalibration, Pune is emerging as a compelling alternative to saturated technology hubs.

The city's earlier trajectory, however, was not without missed opportunities. Between 2000 and 2014, Maharashtra—and Pune in particular—fell behind during a critical phase of the IT-led growth wave. This experience fundamentally reshaped governance priorities. Since 2014, infrastructure has been repositioned from a civic obligation to an economic backbone. Metro corridors, arterial road networks, industrial clusters, and regional connectivity are now being executed with greater urgency and accountability. Pune's road network alone is expected to undergo visible transformation over the next 18 to 24 months, with



PUNE'S ADVANTAGE LIES NOT JUST IN TALENT AVAILABILITY, BUT IN ITS ABILITY TO COMBINE CAPABILITY, LIVABILITY, AND LONG-TERM WORKFORCE STABILITY.

direct implications for productivity, efficiency, and quality of urban life.

Equally important is Maharashtra's forward-looking GCC policy framework. For the first time, the services sector has been extended incentives traditionally reserved for manufacturing, including capital subsidies, rental support, salary reimbursements and power tariff concessions. This reflects a clear understanding of global realities: modern services are capital-intensive, IP-driven and central to long-term economic resilience.

While challenges such as international air connectivity persist, they are no longer overlooked. The state has openly acknowledged opportunity losses, including over 100 GCC investment proposals, and is actively working towards solutions. Pune's strategic position within the Mumbai–Pune economic corridor—one of the most productive regions in the country—offers global firms a unique advantage: access to scale without the friction of congestion.

GCCs generate high-quality employment, anchor global decision-making and foster innovation. Pune's strength lies in its ability to support this ecosystem through talent depth, livability and increasingly robust infrastructure.



of Maharashtra's population is below the age of 27



NAVAL KISHORE RAM (IAS)
Commissioner, Pune Municipal Corporation

SPECIAL ADDRESS

NAVAL KISHORE RAM (IAS)
Commissioner, Pune Municipal Corporation

BUILDING TOMORROW, THOUGHTFULLY

PUNE'S STRENGTH LIES IN ITS ABILITY TO GROW WITH INTENT. BY COMBINING INNOVATION WITH CAREFUL PLANNING AND PEOPLE-CENTRIC GOVERNANCE, THE CITY DEMONSTRATES HOW URBAN GROWTH CAN BE BOTH DYNAMIC AND SUSTAINABLE—READY FOR THE FUTURE WHILE ROOTED IN THOUGHTFUL STEWARDSHIP.

Pune has long balanced ambition with livability, creating an urban environment where innovation, talent, and opportunity can thrive together. Over time, the city has evolved into a natural home for Global Capability Centres, transitioning from a base for IT support and back-office operations to a centre for research, leadership, and globally validated enterprise functions.

The foundation of this transformation lies in Pune's talent ecosystem. The city produces a steady stream of highly skilled professionals and benefits from a dense concentration of educated citizens, supported by a strong academic and institutional base. This combination of capability, efficiency, and quality of life continues to attract global enterprises, even as Pune preserves its distinctive character and cultural vibrancy.

Urban development in Pune has been guided by the principle of balance. Growth is assessed not only in terms of physical expansion, but by the city's responsiveness to its residents and its capacity to manage resources responsibly. Citizen engagement plays a central role in this approach. Feedback from communities, supported by digital platforms and data-driven tools, informs initiatives designed to address real and evolving urban challenges.

Mobility and traffic management have been areas of focussed intervention. Analysis shows that just 32 arterial roads carry nearly 80 percent of Pune's traffic volume. Concentrated efforts on these corridors—through targeted maintenance, improved traffic management, and infrastructure upgrades—have delivered measurable

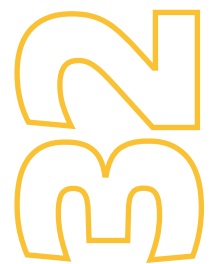


URBAN COMPETITIVENESS TODAY IS DEFINED AS MUCH BY QUALITY OF LIFE AND GOVERNANCE AS BY INFRASTRUCTURE AND SCALE.

improvements in congestion and travel efficiency. This strategy reflects a governance philosophy that prioritises precision, impact, and outcomes over broad, unfocussed expansion.

Infrastructure development and maintenance are approached holistically. Drainage systems, water supply networks, roads, and utilities are upgraded in tandem with new development projects, ensuring that growth remains sustainable and resilient. Close coordination with state authorities has further strengthened critical infrastructure, while maintaining accessibility and livability for residents across the city.

Equally important is Pune's emphasis on data-led governance. Continuous monitoring, evidence-based decision-making, and proactive engagement with citizens allow the city to remain adaptive to future demands. This approach enables Pune to nurture talent, attract global investment, and sustain a high quality of urban life without compromising long-term stability.



Key corridors, which carry nearly 80% of Pune's traffic volume, are identified for targeted mobility upgrades and traffic optimisation

SESSION 1

Evolving Role of GCCs

Pune as the Preferred Destination



SPEAKERS

Ganesh Baliga

Managing Director and GCC Head – Citi India

Nandini Rai Singhani

Head – Product Engineering,
Rockwell Automation India

Pranav Mishra

President and Head – Distribution, Consumer
Bank, Kotak Mahindra Bank

Shammi Prabhakar

Executive Director, NielsenIQ

MODERATOR

Prashant Girbane

Director General, MCCIA

As Global Capability Centres continue to expand their strategic footprint in India, location choice has become a critical determinant of long-term success. This session examined Pune's positioning as a mature and globally integrated GCC destination, drawing perspectives from banking, industrial automation, consumer finance, and data analytics leaders. Speakers reflected on Pune's strengths—talent depth, livability, proximity to Mumbai, and institutional maturity—while candidly identifying gaps in urban infrastructure, mobility, sanitation, hospitality capacity, and policy clarity. The discussion also explored how GCCs are moving closer to core business functions, evolving from back offices to innovation and decision-making centres. Collectively, the session underscored that Pune's next phase of GCC growth will depend on governance responsiveness, ecosystem maturity, and the ability to provide certainty and scale for global investors.



GANESH BALIGA
Managing Director and
GCC Head – Citi India

SPEAKER PERSPECTIVES

Ganesh Baliga shared insights from leading one of the most mature and globally integrated GCCs in Pune. With the bank's presence in India dating back to 1903 and Pune hosting its largest global office with over 13,000 colleagues, he highlighted the city's ability to attract talent from across the country as a defining advantage. Proximity to Mumbai and other technology hubs, along with improving educational and research institutions, further strengthens Pune's appeal. At the same time, he pointed to immediate civic challenges such as traffic discipline and sanitation, medium-term gaps in hotel and MICE capacity, and the long-term constraint of international air connectivity. On policy, while welcoming the GCC framework, he stressed the need for clarity and certainty in incentive mechanisms, particularly around R&D and transfer pricing.



"PUNE HAS SCALE AND TALENT; WHAT GLOBAL GCCS NEED NEXT IS CLARITY, CERTAINTY, AND EXECUTION."



NANDINI RAI SINGHANI
Head – Product
Engineering,
Rockwell Automation
India

Nandini Rai Singhani spoke about Pune's suitability for advanced product engineering and smart manufacturing. With Rockwell Automation's four-decade presence in India and a strong R&D footprint, she highlighted Pune's proximity to western Maharashtra's industrial belt, affordability, and disciplined work culture as enablers of trust-based global delivery. However, she described traffic and sanitation issues as reputational risks that surface in global conversations. She also questioned hiring approaches that over-index on perfect skill matches rather than mindset and attitude. Drawing lessons from cities like Visakhapatnam, she argued that visible improvements in sanitation are achievable. On policy, she suggested shifting incentives from only attracting new GCCs to enabling existing centres to mature—measured through patents, ecosystem engagement, and proximity to core business functions.



"THE FUTURE OF GCCS LIES IN MOVING CLOSER TO THE CORE OF THE BUSINESS, NOT JUST EXPANDING HEADCOUNT."



PRANAV MISHRA
President and
Head – Distribution,
Consumer Bank,
Kotak Mahindra Bank

Pranav Mishra reflected on Pune's role in a rapidly digitising BFSI landscape, where GCCs are increasingly shaping customer experience and innovation. He highlighted proximity to Mumbai, the strength of the student ecosystem, relative affordability, and a favourable climate as key advantages. At the same time, he proposed a '3D approach' for Pune's next phase of growth—deleting deterrents, decongesting infrastructure, and drawing focus towards deep tech and cybersecurity. He also emphasised the need for large-scale global events that enhance Pune's international visibility. Looking ahead, he expressed confidence in the evolution of GCCs into Global Innovation and Venture Centres, driven by India's Gen Z demographic and growing STEM talent pipeline.



"GCCS ARE NO LONGER BACK OFFICES; THEY ARE BECOMING CENTRES OF INNOVATION, VENTURE CREATION, AND EXPERIENCE DESIGN."



SHAMMI PRABHAKAR
Executive Director,
NielsenIQ

Shammi Prabhakar discussed Pune's emergence as a self-sustaining global decision-making hub for data-driven enterprises. Compared to Delhi or Bengaluru, Pune offers a more balanced urban experience alongside cosmopolitan amenities. However, he echoed concerns around airport connectivity and the need for academic curricula to better align with practical GCC requirements. While welcoming the GCC policy, he called for a clearer playbook with assured timelines and differentiated incentives for high-end R&D roles versus Tier-2 city expansion.



"FOR GLOBAL GCC INVESTORS, CERTAINTY MATTERS AS MUCH AS INCENTIVES."

SESSION 2

Winning the Talent War

Skills Required for GCCs



SPEAKERS

Anand Chitre

Managing Director, Barclays

Dr. Shikha Jain

Director, Indira Management Development and Research (IMDR)

Priyanka Shakyavanshi

Human Resources Director, Knorr-Bremse Systems

Shrirang Raddi

AVP and Head – Client Relations, Infosys

MODERATOR

Dr. Nidhi Dhanju

Founder, Pune Training Company

As Global Capability Centres evolve from execution hubs to strategic engines of innovation and ownership, the nature of talent they demand is undergoing a fundamental shift. This session examined how GCCs are redefining skills, leadership expectations, learning models, and employee engagement in response to global mandates. Panellists highlighted the growing importance of domain depth, analytical thinking, adaptability, and early leadership readiness, alongside the need for continuous learning and purposeful career pathways. The discussion also explored how academic institutions, HR leaders, and service providers must align more closely to prepare talent for high-impact roles. Taken together, the session underscored that winning the talent war for GCCs will depend not only on scale, but on the ability to create environments where learning, ownership, and quality outcomes are deeply embedded.

SPEAKER PERSPECTIVES



ANAND CHITRE
Managing Director,
Barclays

Reflecting on the evolution of GCCs over the past two decades, Anand Chitre noted that the original cost-driven model has been decisively replaced by one centred on innovation, accountability, and end-to-end ownership. Today's GCCs are expected to lead technology adoption, deliver business outcomes, and contribute directly to global strategy. This shift demands a fundamentally different talent profile—leaders with strong domain understanding, analytical capability, and the ability to manage complex, globally distributed teams. He emphasised that talent development must begin early, supported by micro-interventions, experiential learning, and real-time application of skills to prepare individuals for high-impact roles.



"GCCS NO LONGER SUCCEED ON EXECUTION ALONE; THEY SUCCEED ON LEADERSHIP, OWNERSHIP, AND THE ABILITY TO DELIVER MEASURABLE BUSINESS IMPACT."



DR. SHIKHA JAIN
Director, IMDR

Dr. Shikha Jain highlighted the growing importance of structural skills and continuous learning in an increasingly dynamic talent landscape. She stressed that mindset, adaptability, and openness to learning must be nurtured alongside technical competence. Learning, she argued, must be continuous, application-oriented, and closely aligned with real-world challenges. Drawing from IMDR's academic perspective, she underscored the role of experiential learning, simulations, and industry-linked training in bridging the gap between classroom preparation and workplace expectations, ultimately building confidence alongside competence.



"SUSTAINABLE TALENT IS BUILT WHEN CONTINUOUS LEARNING, PRACTICAL APPLICATION, AND THE RIGHT MINDSET COME TOGETHER."



PRIYANKA SHAKYAVANSHI
Human Resources
Director,
Knorr-Bremse Systems

Priyanka Shakyavanshi offered a people-centric perspective on the changing expectations of today's workforce. She observed that talent is increasingly aspirational, choice-driven, and motivated by purposeful ownership rather than task execution. Employees seek clarity on how their work contributes to larger goals, alongside opportunities for career mobility and global exposure. She emphasised that HR's role is to create enabling environments—balancing flexibility with meaningful in-person engagement, and fostering creativity, autonomy, and belonging. Organisations that succeed, she noted, are those that go beyond compensation to offer purpose and creative freedom.



"TODAY'S TALENT STAYS NOT FOR TITLES OR PAY ALONE, BUT FOR PURPOSE, OWNERSHIP, AND THE FREEDOM TO CREATE IMPACT."



SHRIRANG RADDI
AVP and Head –
Client Relations, Infosys

Drawing from his experience across large-scale GCC engagements, Shrirang Raddi emphasised that expectations around quality, ownership, and impact have converged across organisations and employees. GCCs are no longer evaluated on cost efficiency, but on their ability to deliver superlative outcomes with precision and creativity. This requires talent that can think strategically, adapt quickly, and collaborate across cultures. He highlighted the importance of continuous learning, clear career pathways, and leadership development, particularly for early-career professionals, noting that environments where learning and accountability are intertwined are best positioned to sustain long-term value creation.



"THE FUTURE OF GCC SUCCESS LIES IN BUILDING TALENT ECOSYSTEMS WHERE LEARNING, ACCOUNTABILITY, AND INNOVATION REINFORCE EACH OTHER."

SESSION 3

Tech-Driven Transformation

ER&D and the Expanding Role of GCCs



SPEAKERS

Satyam Sahay

Head – Advanced Engineering and Manufacturing Technologies, John Deere

Jayant Deulgaonkar

General Manager, Siemens Technology India

Mukesh Lalchandani

General Manager,
Atlas Copco India Limited (GECIA)

Arun Narayanaswamy

Senior Director of Engineering and Site Head,
Amadeus Labs Pune

PANEL COORDINATOR

Amit Paranjape

Executive Committee Member, MCCA

As Global Capability Centres move deeper into engineering research and development, the focus is shifting decisively from execution to ownership. This session explored how ER&D-led GCCs are redefining product development, mechanical and software integration, and long-term capability building in India. Speakers discussed the distinct challenges of manufacturing-led R&D, the need for sustained investment in domain expertise, and the importance of parallel career tracks for technical and managerial leadership. The discussion also highlighted how India's ability to learn, adapt, and scale—combined with growing domestic demand—positions hubs such as Pune to play a central role in global product innovation. Collectively, the session underscored that the future of ER&D-driven GCCs will depend on mindset, patience, and the ability to build deep competencies over time.

SPEAKER PERSPECTIVES



SATYAM SAHAY

Head – Advanced Engineering and Manufacturing Technologies, John Deere

Satyam Sahay emphasised that the defining challenge in building world-class R&D capability lies in moving from execution to true product ownership. In manufacturing-led domains, particularly mechanical engineering, this transition requires a fundamental shift in mindset, curiosity, and accountability. Unlike software, mechanical R&D demands large-scale testing, advanced infrastructure, and long-term investment in people. He noted that John Deere has consciously focussed on strengthening technical leadership, appointing competency leaders, and investing in advanced education to build a strong technology culture. Over time, Indian teams have progressed to owning feasibility, affordability, and availability—core dimensions of product success—highlighting the opportunity for India to move decisively up the global value chain.



“TRUE R&D LEADERSHIP BEGINS WHEN TEAMS MOVE BEYOND EXECUTION TO FULL OWNERSHIP OF COMPLEX PRODUCTS.”



JAYANT DEULGAONKAR

General Manager, Siemens Technology India

Jayant Deulgaonkar spoke about the importance of balancing formal education with real-world skill development in R&D organisations. While degrees provide early validation, long-term differentiation comes from clearly defined career pathways that allow individuals to grow either as deep technical experts or as people leaders. At Siemens Technology India, parallel career tracks ensure that engineering excellence is valued as much as managerial capability. He also highlighted the need for continuous upskilling across generations, stressing that innovation thrives when Gen Z, Gen Y, and Gen X engineers learn from one another. Cross-functional movement, he noted, further strengthens domain understanding and organisational resilience.



“SUSTAINABLE INNOVATION DEPENDS ON RECOGNISING AND NURTURING TECHNICAL LEADERSHIP ALONGSIDE PEOPLE LEADERSHIP.”



MUKESH LALCHANDANI

General Manager, Atlas Copco India Limited (GECIA)

Mukesh Lalchandani highlighted that building strong mechanical R&D capability is less about access to tools and more about cultivating the right mindset. In core engineering domains, deep expertise is developed through experience, exposure, and sustained engagement with real-world problems. He stressed the importance of close collaboration with global principals and structured upskilling tailored to specific products rather than generic training. Teams, he noted, must be built around products to enable true end-to-end ownership. As India seeks to move higher in the value chain, manufacturing-led R&D offers a significant opportunity for long-term differentiation.



“IN MECHANICAL R&D, OWNERSHIP IS EARNED OVER TIME THROUGH DEEP DOMAIN UNDERSTANDING AND COLLECTIVE ACCOUNTABILITY.”



ARUN NARAYANASWAMY

Senior Director of Engineering and Site Head, Amadeus Labs Pune

From a technology and software-led perspective, Arun Narayanaswamy pointed out that the real constraint in advanced R&D is not technical skill availability but domain expertise. In industries such as aviation and travel, domain knowledge develops gradually as markets mature. India's advantage, he observed, lies in its ability to learn rapidly and scale solutions efficiently. As domestic demand grows, domain understanding strengthens, enabling India to build solutions that are both locally relevant and globally influential. He also highlighted the value of diverse career experiences, including entrepreneurial journeys, in shaping stronger problem-solvers and innovation leaders.



“THE FUTURE OF GCC SUCCESS LIES IN BUILDING TALENT ECOSYSTEMS WHERE LEARNING, ACCOUNTABILITY, AND INNOVATION REINFORCE EACH OTHER.”

SESSION 4

Making GCCs Value Creation Engines

AI Transitions and the New Mandate for Impact



SPEAKERS

Akshay Chitlangia

AVP – Technology, Data and Integration,
Persistent Systems Ltd.

Mayur Datar

Vice President –
Applied Sciences, Microsoft

Sumit Jha

Co-founder, CXBERRIES

Poushali Biswas Jha

Senior Vice President and
Practice Lead – WM and NTAM, Northern Trust

PANEL COORDINATOR

Dinanath Kholkar

Chair – IT/ITeS Committee, MCCIA

As artificial intelligence reshapes enterprise operations, Global Capability Centres are being called upon to move beyond experimentation and become engines of measurable value creation. This session examined how GCCs can translate AI adoption into tangible business outcomes by focusing on data readiness, problem selection, integration, and people enablement. Speakers emphasised that AI success is defined not by tools alone, but by clarity of purpose, enterprise-wide orchestration, and responsible deployment. From software development and product innovation to operations and regulated environments, the discussion highlighted how GCCs in India are increasingly leading global AI initiatives—demonstrating that value in the AI era is realised when productivity, efficiency, and trust move together.



AKSHAY CHITLANGIA
AVP – Technology,
Data and Integration,
Persistent Systems Ltd.

SPEAKER PERSPECTIVES

Akshay Chitlangia highlighted that scaling AI adoption depends on clearly articulated, outcome-driven success stories rather than abstract narratives. Demonstrating tangible improvements—such as dramatic reductions in processing time—creates credibility both for customers and within global organisations. He stressed that real AI value is unlocked only when strong data foundations are in place, including digitisation, enterprise connectors, and codified institutional knowledge. Equally important, he noted, is upskilling internal talent rather than relying solely on external hiring, ensuring employees see AI as an opportunity for growth and long-term innovation.



“AI CREATES VALUE ONLY WHEN DATA, PURPOSE, AND PEOPLE ARE ALIGNED AROUND REAL BUSINESS OUTCOMES.”



MAYUR DATAR
Vice President – Applied
Sciences, Microsoft

Mayur Datar spoke about the transformative influence of AI on software development—from coding and testing to managing uncertainty at scale. He emphasised that AI-driven products must ultimately translate into visible value for customers, whether through productivity gains, cost savings, or enhanced accuracy. At Microsoft, GCCs in India are engaged in cutting-edge product development on par with global teams, building AI-infused features such as Copilot across platforms. He noted that widespread adoption depends on end users experiencing clear benefits, reinforcing the role of GCCs as contributors to global product value rather than support functions.



“AI SUCCEEDS WHEN CUSTOMERS CAN CLEARLY SEE VALUE—IN TIME SAVED, COST REDUCED, AND PRODUCTIVITY GAINED.”



SUMIT JHA
Co-founder,
CXBERRIES

Sumit Jha emphasised that successful AI initiatives begin with clarity—organisations must define what they want to achieve before investing in technology. He underlined the importance of people readiness, particularly in helping employees understand AI as an enabler rather than a replacement. Integration, he noted, represents a major opportunity, as real advantage comes from orchestrating tools, agents, and workflows across the enterprise using strong data foundations. He also introduced the concept of ‘return on value’, arguing that AI’s impact extends beyond immediate revenue to include productivity, accuracy, cost optimisation, and improved customer experiences.



“AI DELIVERS LASTING IMPACT WHEN ORGANISATIONS FOCUS ON RETURN ON VALUE, NOT JUST SHORT-TERM ROI.”



POUSHALI BISWAS JHA
Senior Vice President and
Practice Lead – WM and
NTAM, Northern Trust

Poushali Biswas Jha shared insights from Northern Trust’s early adoption of AI tools such as Microsoft Copilot and GitHub Copilot. She observed that productivity gains are meaningful only when the entire delivery lifecycle evolves in tandem. By strengthening workflow orchestration and end-to-end pipelines, their GCC has delivered measurable global impact. She also highlighted responsible AI use in regulated environments, where AI is applied conservatively to enhance alert management, operational efficiency, and data analysis while maintaining trust and accuracy. According to her, GCCs in India are increasingly emerging as innovation hubs within global ecosystems.



“AI VALUE IS REALISED WHEN PRODUCTIVITY IMPROVEMENTS EXTEND ACROSS THE ENTIRE DELIVERY LIFECYCLE, NOT IN ISOLATION.”

MOMENTS AND MOMENTUM



THE PUNE GCC SUMMIT 2025, ORGANISED BY MCCIA, CONCLUDED AS A GRAND SUCCESS, BRINGING TOGETHER 30+ DISTINGUISHED SPEAKERS AND 250+ PARTICIPANTS FROM LEADING GLOBAL ENTERPRISES, POLICY INSTITUTIONS, AND THE GCC ECOSYSTEM. THE STRONG PARTICIPATION AND DEPTH OF DIALOGUE REFLECTED PUNE'S GROWING RELEVANCE AS A GLOBAL CAPABILITY CENTRE HUB.







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