India's GCC expansion

A recruitment briefing for PE operating partners, fund managers and India capability leaders

A GCC business case becomes executable only when someone owns the capability, the decisions and the hiring sequence. Headcount is an input. Operating capability is the outcome.

The investment case needs a talent case

India's GCC expansion creates an important recruitment opportunity. The useful question for an investor is which hiring decisions protect the business plan, and how those decisions will be evidenced.

What the public evidence says

Nasscom and Zinnov's FY2026 report records 2,117 GCCs, a workforce of 2.36 million and market revenue of US$98.4 billion. These are ecosystem figures as of March 2026, not HiredNext's business or a count of vacancies. The report also identifies 504 PE-backed GCCs. [1]

Bain and IVCA's 2026 India Private Equity Report describes more selective investing and identifies AI infrastructure and portfolio value creation as important themes. It does not forecast recruitment-agency revenues or endorse any search firm. [2]

McKinsey's June 2025 discussion describes GCCs evolving into enterprise innovation and leadership locations. Its implication for this briefing is that the authority attached to a role deserves as much attention as its location. [3]

HiredNext's interpretation

Talent availability should be tested before the operating plan is treated as certain. An attractive location, a familiar title and a large applicant pool do not establish that the required capability is reachable.

Separate three needs: leaders who can build the operation, scarce specialists who make it work, and repeatable hiring that can scale through a defined recruitment process. Each needs different evidence and search ownership.

Four decisions to settle before search

Decision	Evidence to request
Mandate and authority	First-year outcomes, budget ownership, reporting lines and decisions the India leader can make.
Capability and geography	A role-specific talent map, adjacent industries, location constraints and validated compensation assumptions.
Hiring sequence	The first accountable leaders and specialists, dependencies between roles, and what can wait.
Confidentiality	Who may know the mandate, what can be disclosed at each stage and who may access candidate records.

A proposed first 90 days

The sequence below is a planning framework, not a promised hiring timeline. Notice periods, scarcity and stakeholder decisions can change delivery dates.

Days 1 to 15: turn strategy into a hiring brief

Agree the business outcomes, decision rights and non-negotiable evidence for each critical role. Give one sponsor authority to resolve disagreements before interviews begin. Define how sensitive replacement searches will be handled.

Days 16 to 30: test the market

Map credible talent and candidate objections. Separate unavailable skills from an uncompetitive location, reporting line or package. Escalate repeated contradictions in the brief instead of concealing them beneath a longer shortlist.

Days 31 to 60: assess contribution

Use a consistent role scorecard. Examine what each person inherited, personally decided and changed. Record evidence and unresolved questions. Keep interview decisions traceable and references permission-based.

Days 61 to 90: manage joining and accountability

Track offer decisions, notice periods and joining risks separately. Confirm who owns onboarding and the first operating milestones. Review why candidates declined and whether the role design needs to change.

What PE and fund managers should ask for

- A talent-risk register tied to the operating plan, with named owners and next decisions.
- Comparable evidence for every shortlisted candidate, including gaps and reasons for recommendation.
- Funnel definitions that distinguish a CV, an assessed candidate, an accepted offer and a verified joining.
- A clear escalation route when the market contradicts the investment case.

HiredNext's role

HiredNext supports executive search and specialist recruitment in India. For GCC and portfolio-company discussions, the starting point is a confidential mandate conversation and an agreed scope. Client identities, replacement searches and leadership profiles are not used as public promotional material.

Sources and scope

[1] Nasscom and Zinnov, The GCC Value Orbit: India GCC Landscape, FY2026

[2] Bain & Company and IVCA, India Private Equity Report 2026, pp. 43 to 50

[3] McKinsey, Beyond cost savings: The global footprint of innovation hubs, 3 June 2025

Sources checked 26 September 2026. Prepared with AI-assisted desk research and HiredNext's editorial hiring perspective. Public market evidence and proposed operating frameworks are labelled separately. This is not a primary survey, a company valuation or a claim about HiredNext's placement results.

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