

GCC Atlas

A decision workspace
for India GCC setup

The problem is a decision without comparable evidence

A new entrant must commit to a location and partners before it has a reliable way to compare them.

The decision

Where can we build the capability we need, at a cost we understand, with partners we can verify?

The fragmented inputs

Company announcements, office reports, policy documents, recruitment estimates and referrals describe different slices of the ecosystem.

The resulting friction

The buyer rebuilds the evidence in a spreadsheet, resolves conflicting definitions, and asks advisors to fill the gaps.

This is a synthesis of the assignment and desk research. The frequency and cost of this friction still need buyer interviews.

The ecosystem has several information bottlenecks

Player	What they need	What they use today / likely consequence
Entrant CTO / COO	Comparable city and setup evidence	Advisors, referrals, reports → repeated diligence
GCC / HR leaders	Role-level hiring and capability data	Recruiters, peers → uneven salary / supply estimates
Advisors, lawyers, auditors	Reliable entity and project context	Filings, client records → manual reconciliation
Recruiters, EOR / payroll firms	Demand and operating requirements	Networks, job posts → weak project qualification
Real estate firms	Mandates, space demand and timing	Leasing data, relationships → partial demand visibility
States / investment agencies	Project eligibility and policy uptake	Applications, promotion → selective information

Stakeholder pain map = hypotheses to validate. Exposure to a fee or commercial incentive does not establish bias in any specific provider.

The numbers need a unit and a reporting period

1,700+

GCCs • FY24

Nasscom-Zinnov
2,975+ centres

2,117

GCCs • FY26

Nasscom-Zinnov
3,728 units

1,950+

"GCC units" • Dec 2024

JLL office report
Scope not reconciled

A later year can explain growth. A different definition can explain a different count. Atlas preserves both; it does not average them.

Nasscom (Sep 2024); Zinnov FY26 release (Jul 2026); JLL (Jan 2025).

04 / GCC ATLAS

Small errors can matter more than cheaper office space

Illustrative 200-person GCC: ₹24 lakh annual salary per person, 70% seating, 100 sq ft per seat, ₹110 base rent / sq ft / month.

₹48 cr

Annual salary budget

200 × ₹24 lakh
Excludes benefits and hiring

₹2.4 cr

Effect of a 5% salary error

₹48 cr × 5%
Sensitivity, not observed loss

₹18.5 L

Saving from 10% lower rent

₹1.848 cr base rent × 10%
Same office assumptions

The product should make assumptions explicit and demand role-level talent evidence. A rent-only ranking would answer the wrong question.

The first opportunity is a defensible location shortlist

Opportunity	Value / data feasibility	Priority and rationale
Location decision workspace	High decision stakes; some public precedents	1 · First product, with explicit evidence gaps
Launch / expansion intelligence	Recurring value; public announcements	2 · Adds freshness and repeat use
Provider delivery evidence	High trust value; public proof is thin	3 · Build through consented references
Talent / effective cost benchmarks	Critical input; data needs partners	4 · License / collect; do not invent
Full ecosystem marketplace	Broad demand; cold start and conflicts	Later · Requires verified supply and demand

Priority is an editorial judgment based on urgency, public-data feasibility and ability to test a specific buyer outcome.

The first buyer has an approved India mandate

Initial segment: a global mid-market company planning its first 100-500-person technology GCC, before signing a lease or appointing a setup partner.

User & buyer

COO or transformation lead runs the comparison. CTO validates the capability. CFO signs the business case.

Trigger

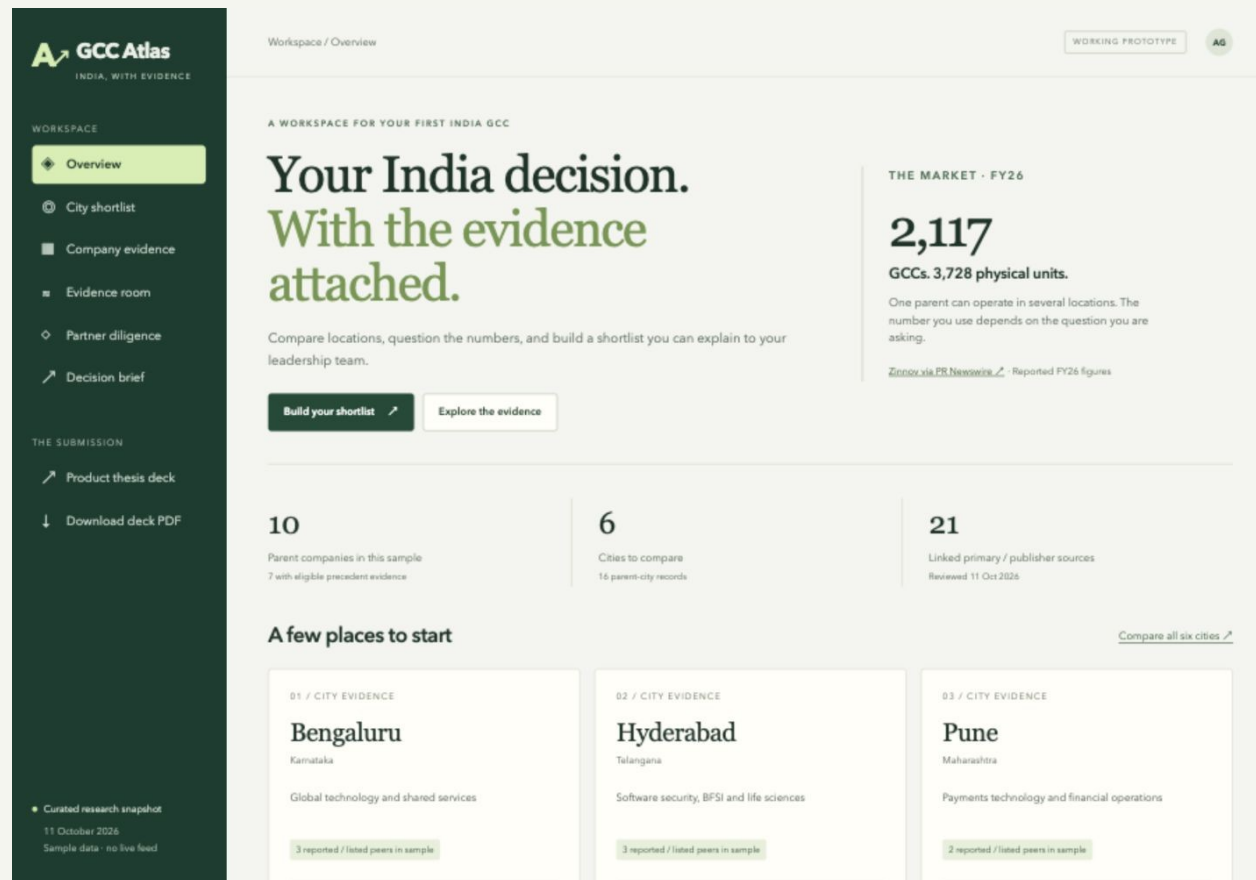
Leadership approves India exploration. The company has a mandate and a staffing plan but little local context.

Job to be done

Produce a three-city shortlist with evidence, cost assumptions and unresolved questions that leadership can review.

Entry point: the shortlist decision. Success means the buyer can explain why a city advances and what must still be verified.

GCC Atlas: a working evidence workspace



A focused first release

6 cities
10 parent companies
16 parent-city records
21 linked sources

Compare a scenario,
inspect evidence and
export a brief.

Actual prototype screenshot · browser-tested desktop view

The workflow produces a reviewable decision brief

01 Define the project

Choose a mandate and sector. Enter headcount, salary and seating assumptions. Adjust peer versus cost weighting.

02 Challenge the shortlist

Compare six cities. Open each company's source. Keep announcement-only or uncertain mandate evidence separate.

03 Carry the reasoning forward

Save up to three cities. Add diligence questions. Export Markdown or project JSON; print a PDF.

Working today: ranking, keyword retrieval, database saves, optional accounts and export. Live crawling and runtime LLM generation remain outside the prototype.

Trust lives at the claim level

A primary source can establish one fact without establishing every fact on the same company profile.

Entity ≠ location

One parent, multiple city records. Customer-facing offices are not automatically included as GCCs.

Announcement ≠ operation

Vanguard's 2024 plan is retained as announcement-only. The sample does not infer a later opening from the planned date.

Presence ≠ capability supply

Fidelity's office listing confirms a location. It does not establish the captive mandate there or available talent.

Store source URL, publication period, access date, claim, evidence status and limitations. "Unknown" is a useful answer.

Existing players already offer data and execution

Alternative	What it already does	Atlas's proposed reason to switch / add
Nasscom / Zinnov reports	Market landscape and periodic research	Project-specific comparison with preserved scope
GCCPROs	Database, city atlas, verified-field claims	Shared decision history and unresolved claims
Scutiger tracker	Sourced launch / expansion tracking	Explicit assumptions and a buyer-owned brief
ANSR / Zinnov services	GCC setup, operations and transformation	Independent comparison before partner selection
Reports + spreadsheet	Flexible analysis with familiar tools	Evidence attached to each claim; less reassembly

Positioning: an evidence workspace for GCC setup decisions. Sourced rows alone are not a moat; workflow adoption and correction history must earn one.

Each stakeholder needs a different reason to return

Stakeholder	Reason to use Atlas	Contribution / commercial boundary
Entrant / GCC leader	One brief with assumptions and sources	Pays for decision workspace or diligence
Advisor / legal / audit	Reusable evidence with a review trail	Contributes corrections; can license workspace
Recruiter / payroll / EOR	Clear mandate and qualified requirements	Opt-in project access; no contact resale
Real estate firm	Named space requirements and timing	Shares current quotes with date and scope
Service provider	Documented relevant case evidence	Submits references; cannot buy rank
State / investment agency	Correct policy links and eligibility questions	Publishes official updates; no outcome scoring

The entrant comes first. Other stakeholders join when they make the buyer's evidence more useful, not merely to increase listings.

A paid decision project fits episodic demand

First distribution

Recruit 5 entrant teams through GCC communities and independent advisors. Offer a scoped shortlist review using their actual mandate.

Pricing tests

Test ₹50,000 per project for the workspace. Test ₹2 lakh for concierge diligence. Prices and willingness to pay are unvalidated.

Repeat use

After setup, expansion alerts and a reusable advisor workspace can support subscriptions. Keep referral commissions out of ranking.

Illustrative service scenario: 50 concierge projects × ₹2 lakh = ₹1 crore gross revenue, before delivery costs. This is not a TAM estimate or forecast.

AI accelerates extraction; review controls the claims

Proposed production pipeline. The one-day prototype uses AI-assisted research and a curated static snapshot.

01 Collect & extract

Monitor permitted public sources. Capture date and document version. Use a schema-guided model to extract claims with source spans.

02 Resolve & review

Link parent, subsidiary and location. Flag conflicts and duplicate announcements. A reviewer approves identity and operating status.

03 Retrieve & explain

Retrieve approved evidence for a project. Calculate costs in code. Generate a brief with citations and abstain when support is missing.

Start with 50 double-reviewed records. Evaluate identity matches, source support and announcement/operation errors before expanding coverage.

The next 30 days should test value before scale

Test	Success threshold (proposed)	Decision if it fails
10 discovery interviews	Recurring shortlist pain in ≥ 6 ; exact workaround recorded	Narrow the buyer or problem
5 project walkthroughs	≥ 4 finish a sourced shortlist in 15 minutes	Simplify workflow / missing evidence
3 paid concierge pilots	≥ 2 pay; contribution margin positive	Revisit pricing and service scope
50-record blind audit	$\geq 95\%$ fields supported; zero false operating-status promotions	Fix evidence rules before ingestion
Provider reference trial	Consent-based scope / outcomes for 5 cases	Defer delivery ratings

North-star hypothesis: approved project shortlists whose key claims are supported and whose open questions are explicit. No interviews or pilots have run yet.

One day of execution, with a deliberate scope

Built

Responsive evidence workspace, scenario comparison, company filters, source ledger, partner check plan and exportable brief.

Research boundary

Company and publisher evidence with original links. Small sample; no audited census, salary dataset, verified provider outcomes or automatic refresh.

AI disclosure

AI supported research, idea critique, initial schema, code and deck creation. Deterministic retrieval and scoring run in the app; no runtime LLM.

Human judgment retained: the first buyer, exclusions, source interpretation, commercial neutrality and what the prototype must not claim.

Try one location decision

- 1 Open City shortlist and choose Engineering.
- 2 Switch to Operations / BFSI; inspect the changed peers.
- 3 Inspect Fidelity or Vanguard in Company evidence.
- 4 Search "GCC units" in Evidence room.
- 5 Save three cities and download the decision brief.

[Open the prototype](#) 

gcc-atlas.arkapravo.in

The core product promise: the reviewer can inspect the evidence behind the decision and see what is still unknown.

Research references

Primary company, government and publisher sources. Full source ledger is available in the prototype; citations also appear in speaker notes.

[Nasscom-Zinnov · FY26 release](#)

[Government of Karnataka · GCC policy portal](#)

[Nasscom · FY24 landscape \(indexed summary; direct fetch blocked\)](#)

[Invest UP · GCC implementation rules](#)

[JLL · 2024 GCC office demand](#)

[GCCPROs · Database / atlas description](#)

[CBRE · India Office Figures Q4 2025](#)

[Scutiger · Sourced GCC tracker](#)

[EY · GCC Pulse 2025](#)

[ANSR / Zinnov · GCC setup services](#)

[Full source ledger](#) 

Research date: 11 October 2026. Sources establish their stated claims; they do not constitute independent verification of delivery or current staffing.