

India's finance outsourcing story is no longer primarily a **cost story**.

India now has **2,117** Global Capability Centres, generating **\$98.4 billion** in annual revenue and employing **2.36 million** people.



2,117

Global Capability Centres



\$98.4 billion

Annual revenue



2.36 million

People employed

But the bigger shift is in what these centres are doing.

Functions once built largely for process execution are increasingly taking on **global ownership**, **specialist capability** and **decision support**.

Finance outsourcing is moving the same way.



The value is no longer in simply doing the **work cheaper**.

As automation, analytics and AI become stronger, CFOs need to look beyond transactional execution.

If technology can automate a conciliation, the real value lies in:

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- 1 Identifying**
the exception
 - 2 Understanding**
why it happened
 - 3 Assessing tax or**
reporting implications
 - 4 Redesigning the process**
to prevent recurrence
 - 5 Maintaining control**
across entities and jurisdictions

The conversation is shifting from headcount to **capability**.

The outsourcing question itself is **changing**.

From:



“How much can we **save** by moving this work to India?”



To:



“What **capability** can we build in India that would be difficult to create market by market?”



Cost efficiency still matters.



But stronger finance models are increasingly being evaluated on **capability, control, scalability** and **judgement**.

For CFOs already running finance operations out of India:

which question is your current operating model built to answer?

